

GRENFELL: HAVE LESSONS BEEN LEARNED? / CHRIS BRADY'S LIFE OF PLAYING THE ODDS / HOW ONE CHIEF EXECUTIVE COPEDED WITH THE COVID-19 CRISIS / TWO EXPERTS' VIEWS OF DATA DILEMMAS / HEALTHIER, HAPPIER WORKPLACES



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The time is right to use our emotional intelligence

It now seems a long time since Governments around the world put us all into lockdown. And although in so many respects our lives have been on hold, we know that IIRSM members have been working extremely hard to tackle and overcome new challenges every day.

To help meet those challenges, we have liaised with our network and are pleased to say that many have agreed to be part of our COVID-19 Recovery Network – a group of professionals that will convene for three online panel sessions during the next few months to answer your questions about returning to work and preparing for the future.

We are inviting questions in advance and you can read more on pages 54 and 55.

Increasingly, it has become clear that technical expertise, whilst essential in your own area of work, is just one element of the arsenal of professional skills required to achieve the best for your people and organisations. Emotional intelligence is a phrase that is familiar to us all, but what does it mean in practice?

We may think – or hope – that we have it; but how do we really know?

If leaders and managers are to make the return to work and the future workplace as successful as possible, applying emotional intelligence to their skills will help to create a happy

and engaged workforce.

Understanding one's own emotional state and facilitating conversations that provoke honesty and confidence in people will make us all stronger and more resilient.

Now is the time to question ourselves and commit to practising the art of emotional intelligence. In this edition, you will find all you need to get you started on this journey.

IIRSM's commitment to supporting its members to be well rounded professionals means will continue to provide guidance on these and other 'soft' but essential skills in the months to come. It will also be a focus for our Emerging Risk Leaders Network which launches shortly. You can read more about this and other initiatives in this issue.

I hope you enjoy it.

Clare Fleming, Editor

“
TECHNICAL EXPERTISE IS JUST ONE OF THE ARSENAL OF PROFESSIONAL SKILLS REQUIRED TO ACHIEVE THE BEST FOR YOUR PEOPLE AND ORGANISATIONS
”



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The Covid-19 crisis and its unpredictable aftermath shows just why risk management matters in today's business world.

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Rachel Lewis

Making sure workers are happy after lockdown is vital. And Rachel's got some top tips to share with you all.

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PERSPECTIVE

To improve the effectiveness of risk management, we should put the privileges we enjoy to one side and broaden our horizons. By doing this, we will see issues and potential hazards from other people's perspectives. And by doing that, everyone wins.

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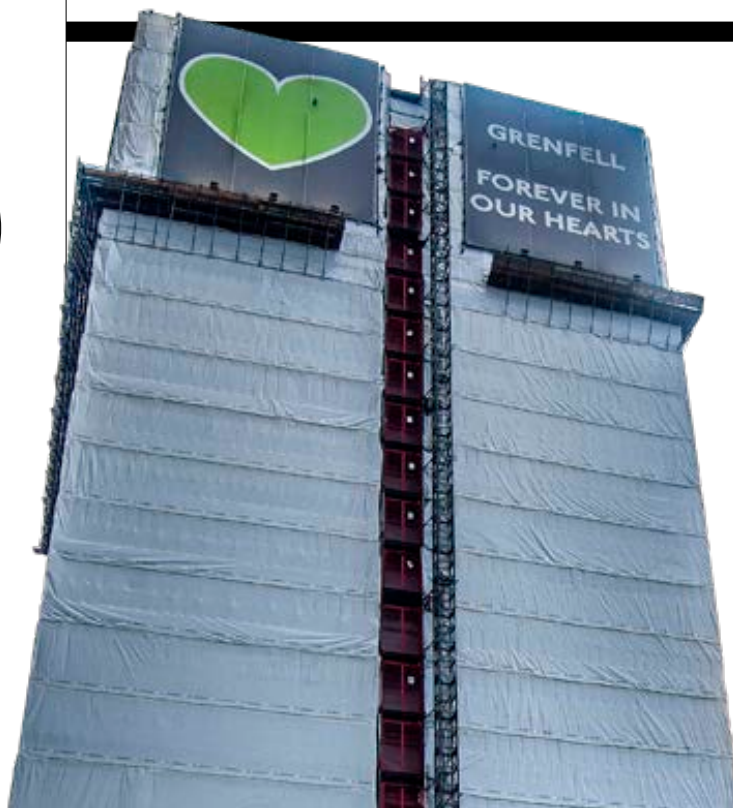


© Image courtesy of Salford Business School, University of Salford

"I DON'T THINK I'VE LEARNED MUCH MORE ABOUT RISK THAN I KNEW WHEN I WAS 16 DURING THOSE TWO YEARS AT THE BOOKIES"

PROFESSOR CHRIS BRADY

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THE ROAD THAT LED TO GRENFELL

It was a disaster that shocked the nation and stimulated intense debate about the safety of high-rise housing in Britain. We've asked a series of experts about what went wrong leading up to that fateful night in June 2017. Their opinions make for uncomfortable, but essential, reading.

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COVID-19

As lockdown is finally lifted, it's pretty clear that things won't go back to how they were. So we've put together a fascinating series of articles on the recent crisis and what's coming next for risk managers. Now read on ...

A TIME TO TAKE ACTION

Keith Chanter reveals how his business successfully adapted to ride the unpredictable wave of coronavirus.

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SHOW SOME UNDERSTANDING

People will react in different ways to the world in which we live in now. But it's our job to recognise this and offer a caring attitude and helping hand where necessary.

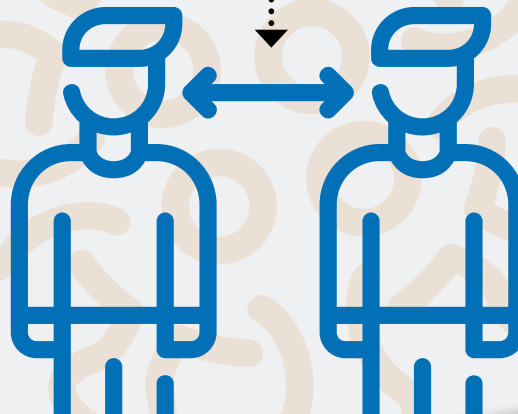
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SAFE AND SOUND

Want to create a workplace that adheres to all the necessary rules and keeps your people happy? Then give this article a good read.

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LOOKING TO THE FUTURE

Developing our emotional intelligence to help employees cope with tough situations could be key as we create a new working world after the strain of lockdown.

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BUILDING THE FUTURE

We look at the issues facing the construction sector as it adapts to a new set of rules after Covid-19.

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WHITE PAPER

New document helps us to learn from major incidents to make sure that they don't happen again.

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Darren Whyte, EHS, Training & Inspection Director,
IRT Consult Environmental & Energy Ltd, Ireland.

For course dates and to book your place, visit www.iirsm.org/managingrisk
For group bookings and discounts email us at training@iirsm.org



How dangerous is your perspective?

Privilege shapes our views and actions on life, including as risk management professionals

We are undeniably living in a time that will be studied in the history classes of the future. The first half of 2020 has given us a list of era-defining moments and movements that might

usually span a decade or more.

Understandably, Covid-19 continues to have the most traction in discussions and the media in relation to the risk management profession. This column won't be adding any more to that.

Instead I'm seeking to broaden the discussion on a key element of one of the other current era-defining global events – one that hasn't yet achieved the same amount of column inches.

The global swell in support for the Black Lives Matter movement has caused a greater awareness and examination of the concept of privilege. Although BLM discussions refer specifically to white privilege, it has also led me to think a lot more about privilege in general; and how it may be affecting risk management.

One of the Oxford English Dictionary definitions of privilege defines it as 'a special right, advantage, or immunity granted or available only to a particular person or group'. I read this definition a few times.

'...granted or available only to...'. Active or passive.

By definition, almost all the people reading this will benefit, at some stage in their lives and whether we are aware of it or not, from some sort of privilege in certain scenarios. That privilege directly shapes our perspectives on life, including as a professional.

In the risk profession, we deal with control measures as part of our daily lives. Active control measures are generally easier to identify, more likely to be maintained (due to their active nature and presence), and more generally understood by the lay person.

Passive controls are without doubt present; but we find less likely to be maintained to the same standard, and less broadly understood by the lay person.

Take fire risk management as an example, you will generally find a 'non-safety person' knows that the fire alarm needs testing and maintaining and will usually have their extinguisher servicing records up to date. You are far more likely, however, to find passive control issues (compartmentation breaches and damaged fire doors) when you take a look around the place.

It is generally only when you take a deeper look (or have the 'expertise' to help you know what to look for) that these passive elements are identified and controlled. We know all too well that letting the passive controls slip can have equally, or more, catastrophic consequences as the active controls.

Governance, risk and compliance professionals are comparatively good (although we all know not perfect) at identifying and seeking to neutralise examples of 'active privilege' having a negative effect on the workplace (e.g. anti-discrimination policies and practices, or investing more into seeking candidates from under-represented communities).


But what about the passive ones? The ones you probably don't even know exist? The ones you can only identify when you're either the 'privilege expert' or you really go looking for them?

Here's the dangerous part – if we don't even know that part of our experience is as a result of privilege, our perspective is that it is universally experienced.

Imagine individuals or groups leading entire risk management frameworks, designed to prevent harm coming to entire groups of people, or whole institutions. They will likely have actively sought input from (or 'consulted with') relevant stakeholder groups on certain aspects. However, unless they are specifically hunting out and actively addressing the 'passive' privileges influencing their perspective(s), it can only mean they have inadvertently 'built in' weaknesses.

Identifying, acknowledging and working to neutralise the effects of our individual and collective privileges (especially the passive ones) is not only a positive societal step, it can only improve the effectiveness of our profession.

When our perspectives are broadened, so too will our solutions be.

This doesn't, and couldn't, end with an answer or solution. Just questions to us all. How are you, as a risk professional or team, identifying, acknowledging and seeking to neutralise the effects of passive privilege? If you're not, how can you start? 

“
THE GLOBAL SWELL IN SUPPORT FOR THE BLACK LIVES MATTER MOVEMENT HAS CAUSED A GREATER AWARENESS AND EXAMINATION OF THE CONCEPT OF PRIVILEGE
”

Tom Watling is an experienced health, safety & operational risk and wellbeing practitioner and leader of over 10 years.

He is currently principal consultant at Safety & Wellbeing Ltd. and an IIRSM member.

Talking point

THE Sentinel

June 18, 2020

WE WILL COME OUT OF THIS CRISIS STRONGER

At this challenging time, so many of us have been forced to endure a range of sad and disturbing experiences. Tragically, this includes the loss of family and friends, job losses, financial and social hardship, furloughing, social unrest and more.

We have all had some tough circumstances imposed on us, with some tough decisions to make.

As a middle-aged father and experienced risk professional, please believe that all is not lost. We will come out of this pandemic both mentally and physically better prepared for future risk management like never before. Through this time, IIRSM have rallied to provide ongoing support to our members and their needs. Last night I watched

the return of Premiership football in closed stadia. Not the football atmosphere we love and know, but a new foundation for us to form a safer future. The attitudes, interaction, behaviours and controls are initially focusing on player safety, thereafter further strategy and policies are under development to safely bring back the fans.

I see such a strong parallel with the challenges we as risk professionals are facing and how valued and useful our IIRSM continue to be for us all. The new *Sentinel* provides us all with additional insights and support.

For me and many of you, I cannot emphasise how important the support and future engagement with IIRSM is and will continue to

be in shaping better equipped risk professionals.

I changed roles in February and have kept a global view on how things were developing and being managed – some better than others. I continued to develop my skills, mentor and coach, support others when and where I could, sometimes financially if needed. Whilst learning a new job, I have been able to develop new contacts. I have kept a strong communication line with my current contacts and mentoring contacts.

Being there to help and support others has been and remains key for all of us to have a successful future. We need to stay strong and support each other. I will be sharing the importance of strong personal resilience in a seminar with

IIRSM promoting this, which I hope you can attend.

More importantly, many of us have learned to adapt in our different workplaces and environments. IIRSM have kindly invited me to chair our COVID-19 Recovery Network.

As things change, we will be here to assist in making a safe and timely transition. We welcome your support and whatever you wish to share. It's very much a case of "time to step up and raise our game". Thank you to all the IIRSM management, members and others giving their time and support.

Together we are stronger. Stay safe and well.

**Hugh Maxwell FIIRSM,
Principle HSE Consultant,
Chubb Global Risk Advisors**

July 9, 2020

HAS ANYTHING REALLY CHANGED?

I am writing on the 9th July 2020 having read two thought-provoking social media posts this week. The most recent was a moving message from Steve Rae, a survivor of Piper Alpha, remembering the 165 workers and two rescuers that lost their lives 32 years ago.

Following that incident there appeared to be changes in permit to work systems (which were not working properly on the rig) and a greater stress on safety in the oil and gas industry. But 30 years later, are things really safer or are we only paying lip service to the lessons learned?



Earlier this week I saw a social media exchange where an H&S officer working offshore was complaining about the lack of management buy-in and the poor culture on a rig. The reply from a more experienced worker told him to basically

“just do his job and not worry about management, or he wouldn't get any sleep at night”. So much for cultural change.

I regularly come across construction sites where a low risk authority to start work is called a permit to work (PTW) and is on the same form as a high risk permit to work. Supervisors issuing the permits cannot realistically differentiate between normal contractor tasks and genuine PTW that needs a far higher level of control. Do we need another disaster before we take permits seriously?

**Brod Paul MIIRSM (RSP), CMIOSH,
MIIAI, MIFireE, MIFSM
Chartered Safety and Health
Practitioner**

Please get involved and send us your comments or letters via email at sentinel@iirsm.org

The views expressed in the letters page of *The Sentinel* are those of contributors and not necessarily those of the International Institute of Risk and Safety Management



June 30, 2020

WE MUSTN'T IGNORE THE OTHER RISKS

As events slowly begin to take place in various forms around the world, and with the spectre of COVID-19-still hanging over us all, it's important we remember that COVID-19 is only one of the risks we need to consider for our events.

Much like has happened in the past with Hostile Vehicle Mitigation (HVM) to counter the risk of vehicle attacks and often over-the-top measures designed to address the terrorism threat, there is a real risk that we focus too much on the 'topical threat' and lose sight of the real risks.

Having been involved in events and builds throughout the COVID-19 experience to date, I've seen first-hand how people can compromise their risk management in certain areas to address COVID-19 concerns and that's dangerous.

For instance, an installation operation that takes three people to undertake,

operating within 2m of each other, still requires that close proximity, irrespective of COVID-19.

In this situation, other control and mitigation measures should be considered, rather than fewer people being involved to maintain 2m separation.

Focusing on the 2m distancing in this example will likely make the installation operation dangerous.

Additionally, in our industry there is an on-going discussion around how we factor social distancing into emergency situations or even if it is necessary. The consensus appears to be that the imminent threat will take precedence over all other risks at that time and not to try to factor social distancing into those situations, despite the fact that we must plan to manage it at times of ingress/ egress, queueing etc.

I'd be interested to hear other views on this.

**Mark Breen FIIRSM,
Safe Events**

July 5, 2020

THE FELLOWSHIP'S REPUTATION IS VITAL

As a Fellow of the International Institute of Risk and Safety Management, I note procedural changes made that apply to future applicants aspiring to this premier grade membership.

I cautiously welcome widening the scope to enable assessment of more candidates from inside and outside the safety profession who, amongst other contributory factors, manage complex risks within their workplaces.

I became a member of the Institute more than 20 years ago, after successfully meeting the qualifying criteria. In March 2000, after undergoing a detailed peer examination and analysis of my credentials presented in a comprehensively evidenced portfolio, I was elected a Fellow of the IIRSM. This prestigious, highly respected award confirmed a substantial degree of relevant skills including qualifications, leadership, competence and expertise.

Positive progress encouraging enhanced inclusivity is commendable, especially when incorporating a prudent policy of periodic monitoring and review. However, that said, I also believe maintaining the reputation, credibility and international standing of the Fellowship and indeed that of the IIRSM remains of paramount.

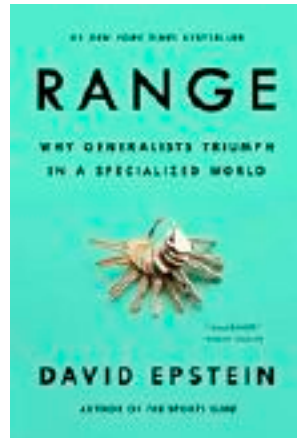
**David Shooter. FIIRSM DipSM
FRSPH FInstLM CMIOSH(rt)
CCG(Mngt) LCGI(MechEng)**

TAKE

Follow STEWART HILL

Twitter: @Stew_Art_Hill

Former Army officer Stewart Hill's military career was cut short when he almost lost his life in an IED attack in Afghanistan in 2009. He suffered a traumatic brain injury which forced him to rethink his life and his whole identity. Following years of rehabilitation, Stewart now works as an inspirational public speaker and leadership consultant who draws on his experiences to help people think differently and look at their own lives in a new way. His talk at the IIRSM President's Reception last year was a big hit with members and he's also a talented portrait artist.



Read RANGE: WHY GENERALISTS TRIUMPH IN A SPECIALIZED WORLD

David Epstein

Journalist David Epstein studied some of the world's top performers in fields such as sport, art, music, science and innovation and found that it's very often the generalists, rather than the specialists, who enjoy the most success. He argues they can be more creative and spot connections other might miss thanks to the unique set of skills they've gained from juggling several interests or taking longer to settle on a career path. The book also examines the role of failure, claiming that flunking a test is actually the best way to learn. It's a thought-provoking read that challenges some traditional beliefs about what it takes to succeed and champions the benefits of having a wide range of experience and knowledge.



Attend GARTNER SECURITY & RISK MANAGEMENT SUMMIT

14-17 September 2020

This conference, like so many others, is going virtual this year. The key focus will be around how to shift organisational culture to improve cybersecurity, privacy and business resilience. A comprehensive update on cybersecurity risks, threats and solutions will be on offer along with learnings on new security trends and best practices for cloud security, AI, IoT, blockchain, DevOps and other challenges.

More information can be found at: www.gartner.com/en/conferences



Listen HEALTH AND SAFETY MATTERS PODCAST

www.hsmsearch.com/health-and-safety-matters-podcast

The recently launched podcast from *Health and Safety Matters* magazine takes a look at the latest news and issues from across the sector. It's hosted by the magazine's publisher, Mark Sennett, who's also joined by a range of industry experts to discuss a wide range of important topics and trends. A new episode is released every fortnight on Mondays and recent subjects up for discussion have included the impact of the coronavirus pandemic and returning to work, a fall in the number of fire-related deaths and issues around getting the correct personal protective equipment. They recently interviewed Clive Johnson too. Download it for free on iTunes, Spotify, YouTube or Podbean.

Learn CPR

Would you know what to do if you saw someone having a cardiac arrest? The British Heart Foundation has put together a guide to learning this life-saving medical procedure and the steps to follow if someone is unconscious and has stopped breathing. CPR – cardiopulmonary resuscitation – helps to pump blood around someone's body when their heart can't manage it and can make the difference between life and death. Read the step-by-step guide and watch a training video at the BHF website to learn how you can be a lifesaver.



Meet

PETER HURLEY, CHAIR OF THE UAE BRANCH OF IIRSM AND CHIEF HSE ENGINEER AT INDUSTRIAL DEVELOPMENT BUREAU (IDB)

What are your plans for the UAE branch?

It's a great privilege and I welcome the opportunity. My long term objective for the branch is to grow and develop the membership. We have a diverse range of knowledge, experience and talent amongst our membership with many enthusiastic and committed members. My role is to ensure that the branch is best serving its members so that they are getting the maximum benefit from membership. Every safety and risk management practitioner will appreciate the need for and importance of continuous professional development. The branch will provide a forum to facilitate that development. There are also many exciting developments in the pipeline at IIRSM including the new Risk Management qualification and the new routes to membership which will help to further serve our members.



How is the industrial sector in Abu Dhabi developing?

We have seen this sector grow its GDP share over recent years and IDB continues to bring forward strategies and projects to improve competitiveness and attract further investment. Health and safety performance and practice has improved in the industrial sector as we have driven the implementation of local occupational safety and health regulatory requirements. While our prime focus might be on health

and safety regulatory compliance, our strategic approach focuses on raising and enhancing the competency, knowledge and understanding of the safety practitioners in the industrial sector.

How has the pandemic affected your work?

Movement restrictions have meant that site visits have been suspended and of course meetings, seminars and awareness training have had to be conducted online. We were quick to recognise the threat and start planning for the impact in the industrial sector, as the situation has developed we have continued to monitor and manage it.

What took you to Abu Dhabi?

I often joke that, like many expats, I came to the UAE for two years 14 years ago! In 2006 I was offered an exciting opportunity to work out in Abu Dhabi which I couldn't turn down. Having seen that through I was considering my next move when the opportunity to work in health and safety in the industrial sector came up. I'm a big believer that things happen for a reason and I am glad I took the opportunity. I have developed and grown professionally and have a job and career that is both challenging and inspiring.



If you'd like to be the star of this feature we'd love to hear from you! Email us at sentinel@iirsm.com

Strange BUT TRUE

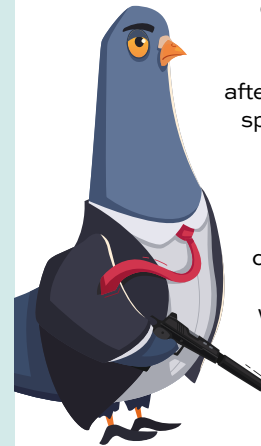
IN THE LIMELIGHT

American David Rush broke his 150th Guinness World Record by downing a litre of lime juice in just 17.29 seconds. David started attempting records to promote STEM education and his list of achievements now covers everything from speed juggling to balancing a guitar on his forehead. David won his 149th title just a week earlier by setting the record for drinking a litre of lemon juice.



JAIL BIRD

Officials in India have released a Pakistani fisherman's pigeon after accusing the bird of spying. It was captured when it flew over the border between the two countries amid suspicions it was carrying secret coded messages. But it was finally freed after Indian authorities ruled it hadn't been involved in espionage.



READY, TEDDY, GO

Bosses of a Dutch theme park kept their rollercoaster running during lockdown – sending 22 giant teddy bears for a ride. The soft toys were strapped in for their 57mph trip on the Untamed attraction at Walibi Holland.

A video of the fluffy thrill-seekers was filmed and shared online before the park reopened again.



If I could change one thing...

Jonathan Dempsey

Red Laces risk management consultancy

There's so much untapped opportunity to add value to businesses and wider markets through risk and sustainability portfolios. If I could change one thing, it would be to leave traditional and transactional approaches to operational risk management in the 20th century, whether in food hygiene, fire safety, H&S or FM. For too long, there has been an emphasis on 'compliance' with laws, rules and standards which perpetuate the notion that it's all about inspections, audits and box-ticking. Compliance evokes fear in business owners and leaders alike and remains the domain of

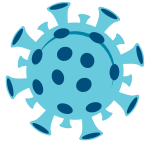
technical, functional teams which tend towards silos. It's more empowering to develop transformational approaches to risk, set in the context of leadership and culture with appropriate interplay of governance and business intelligence. Start with people, not forms. Be curious about the operating environment in a digital world, brand, how corporate values are brought to life and unlock potential from cross-functional collaboration with fresh thinking and different perspectives. Change the narrative from compliance to risk; opportunity; growth.

If you could Change One Thing what would it be? Email us at sentinel@iirsm.org

COUNTING THE MENTAL COST OF COVID-19

The jury is still out on the psychological impact of COVID-19 but, it may be that for risk and organisational leaders, the most difficult stage is only now beginning





It may not quite be the end of a nuclear winter, with ashen-faced humans finally crawling out of their underground hiding places into the full glare of the light. But to some people, the gradual ending of the Covid-19 lockdown and a return to the office and normality will certainly feel like that.

The outbreak of the pandemic earlier this year caused a rapid, unforeseen and seismic disruption to workplaces and employment patterns, arguably never encountered before. Homeworking became the norm, and employees suddenly found themselves having to undertake childcare and domestic duties on top of their normal employment.

The technology – Zoom, home internet connections, laptops – coped admirably. But the effect of the sudden, juddering change on companies, managers and their employers has been less clear cut. The jury is still out on the human factors element of Covid-19 but, it may be that for risk and organisational leaders, the most difficult stage has just started.

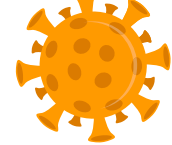
Coronavirus has been an unprecedented, life-changing event for all of us. The last global pandemic affecting this country was the Spanish Flu outbreak after the First World War, more than 100 years ago.

We have had to adapt to a new world very quickly: of isolation from family and work colleagues; of a closed down society; of keeping close to our homes; and for some, tragically, the death or serious illness of someone close to them.

Nor can we yet rest easy. The virus has been suppressed, but it may just have retreated rather than been eliminated and could come back again.

At this stage, we just don't know. That has left everyone disrupted, worried and nervous. The ubiquitous question being asked is: if I go back to work, will I really be safe?

Some individuals are highly social creatures, thriving on the buzz, banter and energy of the office, and will be delighted to get back into their normal workplace environment. Others may have, perhaps to their surprise, discovered how much being home alone suits them, making them happier and more productive. They could well be dreading a return. These differing attitudes and emotions



need to be handled by risk managers and organisational leaders with imagination, understanding and empathy. But what does that mean in practice?

Honest conversations

Professor Sarah Sharples holds the chair of Human Factors at the University of Nottingham, where she is also Pro-Vice Chancellor for Equality,

Diversity and Inclusion. She says that it is imperative for managers to have open and honest conversations that allow people to share their concerns without judgment or retribution.

“They need to express how they’re feeling and the anxieties they have,” she adds. “That’s the most important part of any return to work. They will be anxious about coming back as they won’t have travelled very much recently and they’ve been working in a remote environment where sometimes the dynamics are different. They’ll also be returning to new office configurations arranged for social distancing.”

It is also important, she adds, that people are told how and why their workplaces have changed in order to prepare for their return. Some companies will have their own back-to-work risk management strategy, often sitting alongside their health and safety policy and with support from the HR department.

Varied – and sometimes quite dramatically differing – personal requirements may need to be catered for. Some individuals may still be shielding; some may be grieving; others might have continuing family and care responsibilities that have to be balanced.

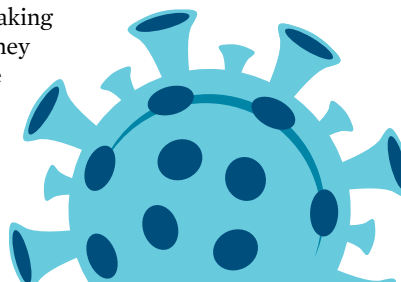
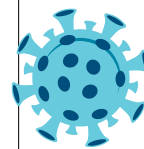
“One of the things we all know is that in the light of the requirement for social distancing in workplaces, there are simply fewer people who are going to be there. Deciding who is going to be present can be done from an operational perspective, thinking about the individual needs, but also taking into account people’s needs as well.”

Leaders and managers need to show real balance and sensitivity, Professor Sharples says. “One of the things we have seen during lockdown is an exacerbation of a sort of inequality.

“Sometimes there have been feelings of resentment towards those who – perhaps for reasons completely beyond their control – have not been able to work as many hours as they normally would. It’s really important to take a team-based approach and understand how this is playing out for all.”

Another area of concern for returning

“ DIFFERING ATTITUDES AND EMOTIONS NEED TO BE HANDLED BY RISK MANAGERS WITH IMAGINATION, UNDERSTANDING AND EMPATHY ”



Continued overleaf >>

From previous page >>

employees is likely to be how their post-Covid-19 workplace is going to look and feel and if their interaction with their colleagues is going to be the same as it was before.

New research from Theta Financial Reporting has revealed that half of British workers do not want to go back to pre-Covid-19 environments, with a quarter worrying that their employer has not done enough to explore flexible working options. More than a third feel that going back to a traditional office will negatively impact their mental health.

Professor Sharples points out that others may be very happy with their workplaces, though that in itself can engender a sense of nervousness. "We often feel personally attached to these places, so it's about ensuring that people are able to still safely personalise their space there as that's important to them and to their well-being. It may mean ensuring that their equipment or software is able to be adjusted to their particular needs."

This may not sound like a priority, but making sure people feel well adjusted and comfortable is hugely important. Well-being is a vital part of risk management and people's emotions have been very severely buffeted by the Covid-19 crisis.

A trauma wave

Some psychiatrists believe that the recent jolt to lifestyles, sudden changes, insecurity and loss of control are stoking up an upsurge in burnout and trauma. "You only have a finite amount of emotional and physical energy," says Gail Kinman, Professor of Occupational Health Psychology at Birkbeck, University of London.

"I think we're probably going to be heading for a wave [of trauma], but it's not too late to help people put things in place and prioritise self-care. Caring is a risk factor and, if there is anything good about this

pandemic, it's that people are talking about mental health more. They are recognising the problems."

It is important not to create a sense of panic or apocalypse, she adds: most people will cope. "They won't emerge from it completely unscathed, but they will accommodate or adapt. However, there's a group of people that will probably go on to experience problems – rather than call it PTSD, we're better to name it post-traumatic symptoms."

The condition can vary, depending on the individual's circumstances - the work they are doing for instance, or if they have suffered a bereavement or threats from the virus during lockdown. But how do risk managers spot the symptoms of this kind of trauma?

"There can be difficulty in detaching from the situation with an inability to get it out of your head", says Professor Kinman. "There may also be anxiety, depression and sleeping



difficulties. If you're working with people who've had the virus and who are badly affected, you may have particular problems going back home and engaging with your family.

It's a fairly new concept called moral distress. You may only start feeling the symptoms when you've had time to process the situation."

All this poses particular challenges for risk managers, who need to be trained in spotting the signs of anguish and trained in providing appropriate support. That means getting close to teams while remaining empathetic. This can pose particular challenges with individuals who for one reason or another are continuing to work from home.

"You're a guest in someone's home when you have a video call. It's about being aware of the signs, having a relationship with your staff and spending time at the start of a meeting having a real conversation."

One reaction trauma sufferers may have is feeling irritable and angry and seeking to withdraw. A manager knowing their staff well will be able to spot if they are avoiding contact. "You need a really good risk assessment for something like this. It's a lot to do with the culture; you need to de-stigmatise help."

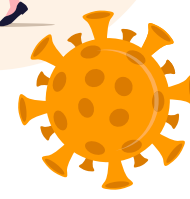
She continues: "You can have the most sympathetic manager in the world but if you know trauma is stigmatised in the company, you won't speak up. You need to have role models for healthy disclosure.

"Sometimes managers are the wrong people. A safe thing would be to give individuals guidance and match them up with buddies. Self-assessment is safest and if you feel you need help, go to occupational health and discuss interventions."

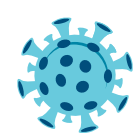
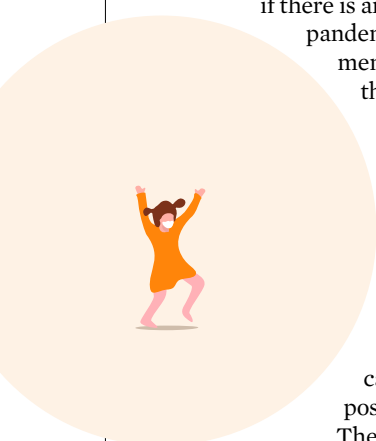
However, pushing help on people can be counterproductive. "There is some evidence with PTSD that talking about it too much can make it more solid. I would ask the person what they are comfortable with knowing and take it from there.

"If they don't want people to know, you can't really put pressure on them. If they're OK with that, who are they happy sharing it with? If you're close to them, you can say that you're there if they want to talk, but that's all really. Pushing help and assistance on people can be the wrong thing to do."

Managers themselves are not immune from their own issues when it comes



“**ONE OF THE THINGS WE HAVE SEEN DURING LOCKDOWN IS AN EXACERBATION OF A SORT OF INEQUALITY**”





to health and well-being. “Having to be always-on is exhausting,” says another Birkbeck, University of London professional, occupational health psychologist Kevin Teoh. “People are always looking to you and asking what to do, and there is so much pressure on you to get things done. “Whether it’s leading a team, supporting people’s mental health or looking after your clients’ needs. The higher up you are, the more is on you.”

Professor Kinsman concurs: “Managers are often selected for their ability to cope and their robustness, so it can be very difficult.”

Karla Gahan is Senior Manager, Risk Advisory and Analytics at Barnett Waddingham and a Fellow of the IIRSM. A seasoned risk professional, she says risk managers need to be able to practice personal resilience, lead by example and signpost colleagues to those who have the right skills to deal with particular issues.

They may also need to be the voice that is unafraid to raise concerns with senior managers and highlight these, she adds.

Help yourself first

Like Kevin Teoh, Gahan points out that they may be taking on the burdens of other people while also needing to look after their own mental health. “To be an effective risk manager, you have to follow the mantra of the airlines and put on your own oxygen mask first before helping others.”

At the same time, she says, they need to be a conduit within an organisation; “the glue holding things together” as she puts it. “They might sit on an internal committee or team that is part of the recovery process and should be confident in raising issues like mental health risks so that they are brought into focus.

“I do think that mental health risks are one of the biggest threats coming over the horizon. Even prior to the pandemic, I believed this to be a significant emerging risk as there is still a stigma attached to discussing our mental wellbeing. Organisations need to actively recognise and manage these risks.”

A mental health issue may not be in plain sight: a lot of family relationships have suffered under COVID-19 lockdown, and emotionally fragile spouses, partners or other family members could be putting huge pressure on individuals, or even turn up at the workplace themselves.

“Actually, the risk manager’s job is not to manage the risk themselves, but to help identify it and then find the right people internally to do that.

“People are reluctant to talk about mental health risks within a corporate or work environment, and we



“**CARING IS A RISK FACTOR AND, IF THERE IS ANYTHING GOOD ABOUT THIS PANDEMIC, IT’S THAT PEOPLE ARE TALKING ABOUT MENTAL HEALTH MORE. THEY ARE RECOGNISING THE PROBLEMS**”

have to change that culture and include these issues on principal or operational risk registers. Mental health concerns are more prevalent than many people realise, and the more aware we are of it and talk about it, the less of an issue it becomes.”

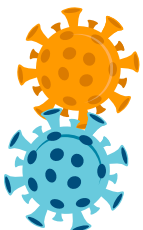
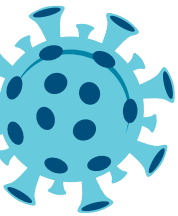
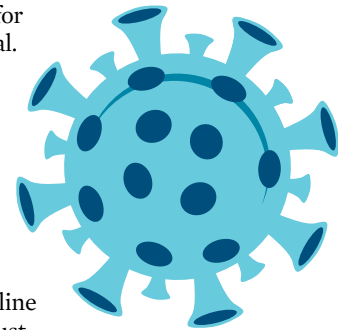
Sarah Sharples points out that mental health is a complex issue and there can be a great diversity in responses and conditions. “For some people, working from home in a quieter and more secluded context has actually been beneficial for them, while for others, it’s been detrimental.

“There may also be issues around loneliness and situations where people may not be able to express their full identity, and there are still many members of the population who don’t feel comfortable with using online technologies. This hasn’t just been working from home – it’s been working from home during a global pandemic.”

She says that there also needs to be a general recognition that for many employees, work isn’t just about earning money. “It’s about the community, and I think we’ve all been missing that by homeworking.

“I know that lots of my colleagues have been going on lunchtime picnics to see each other, and I had a meeting the other day where someone suggested that for the first 15 minutes we didn’t talk about work at all. So instead we chatted about a funny event that had happened to us during lockdown and something great we’d seen on TV.

“It was absolutely brilliant. I was cynical at first, but that sort of thing reminds us that we’re all people. We need to make time to take care of each other in the workplace and create a culture where people are able to raise anxieties without a feeling of judgment.”



GETTING A FEELING FOR THE FUTURE

As we all have to adjust to life after lockdown, developing our emotional intelligence could hold the key to creating a more effective working world in the wake of Covid-19

Adapting to our new way of life after lockdown won't be a task that can be achieved overnight. Settling into altered routines and changed working patterns will take time and teamwork to make the transition as smooth and effective as possible. Each person's experience during the lockdown will be unique and every individual will face different challenges as organisations navigate their way through a new way of doing business.

It's at uncertain and unsettled times such as these that emotional intelligence – EI – can play a crucial role.

Understanding our own feelings as well as those of others is a skill that's been shown to increase performance and job satisfaction as well as improve mental and physical wellbeing.

Developing EI can help leaders win the trust of their team and it was named it as one of the top ten skills which will be needed in 2022 by the Future of Jobs survey.

It involves being aware of your emotions and allowing them to work with you, rather than against you, to achieve more positive outcomes. But it's also an area which can be surrounded by misconceptions that may make people wary about learning more.

Chartered psychologist Sarah Speers, Consulting Director, Training Solutions, at PSI Talent Management, explained:

“**WE WASTE SO MUCH OF OUR ENERGY TIPTOEING AROUND EMOTIONS BUT WE CAN'T MAKE DECISIONS WITHOUT THEM**”

”

“We associate emotion with crying and we forget the whole range of emotions there are. There's a fear about crossing the line and the idea of the stiff upper lip and that we don't talk about emotions – we talk about tasks and skills instead. We waste so much of our energy tiptoeing around emotions but we can't make decisions without them.

“I think there's a lot more acceptance now and emotional intelligence is seen as a core aspect of the world of work – it's not a fad, it's here to stay. We're starting to talk about attitudes rather than skills.

“At an individual level, emotional intelligence really helps people realise their potential. At an organisational level, it's about the climate that leaders are creating – is it an environment where people have engagement and support or is it competitive and negatively impacting people?”

Continued overleaf >>

90%

90% of organisations rated EI as 'important' or 'crucial' in meeting their business needs

Source: Maddocks, J. (2015). *The Emotional Intelligence of the human resources sector 2007-2015*. JCA Global Ltd.



One of the top ten skills that would be required by 2022 according to the Future of Jobs survey

Source: *The Future of Jobs Report* (2018). World Economic Forum

76%

Leaders said 76% of issues faced at work were people/relational

Source: Freedman, J. & Stillman, P. (2016). *The Business Case for Emotional Intelligence*. Six seconds

EI

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Sarah describes EI as “managing ourselves and others to be the best we can be”.

A key part of this involves being aware of how we’re feeling and recognising our own emotions. To help identify them, Sarah and her team use The Feelings Wheel, covering positive and negative emotions which are split into high and low intensity (<https://content.psonline.com/book-of-ei>).

By checking in with ourselves throughout the day and assessing how we’re feeling, we can gain a better understanding of how our emotions affect us. And by practicing this regularly, we can develop a positive habit which will help us when times gets tough.

“We talk about EI being a verb,” says Sarah, “it’s something we’re doing all the time. If I’m really good at picking up on how I feel and checking in with myself day-to-day, then I’m more likely to do it when I’m under pressure. The more we can practice, the more it’ll help us when we’re facing challenges.

“When we’re under pressure, we tend to get quite blinkered and childlike. Things can become black and white and the fight/flight survival mechanism kicks in. But practicing around EI more day to

day means it’s more likely to play out when you’re under pressure.

“The evidence suggests it’s also something we can keep developing. Whereas a lot of things plateau with midlife and middle age, EI is something that can keep growing.”

Jacqueline A Hinds, founder and CEO of the Society of Emotional Intelligence International UK and Europe, agrees that it’s a concept which can be developed so it becomes second nature. She coaches leaders to develop their EI skills and has seen the benefits it can bring.

“It’s about allowing your emotions to work with you, rather than against you,” she says. “Once you’ve got it, it’s almost like you can’t unlearn it. After a while it becomes part of your character.

“If you can get into this habit at the beginning of your career of thinking about how you’re feeling and how other people are feeling, it’s a habit that will set you up for the future.”

As organisations put in place new ways of working to deal with the coronavirus threat, EI is more important than ever in building trust and helping workers’ wellbeing.

Employees may be nervously returning to offices following weeks of stress and anxiety, with many



“**WHEREAS A LOT OF THINGS PLATEAU WITH MIDLIFE AND MIDDLE AGE, EI IS SOMETHING THAT CAN KEEP GROWING**”

Sarah Speers



having suffered bereavements during the lockdown.

Some could be reluctant to come back to their previous workplace after proving they can be equally as productive at home and realising the benefits of a more flexible approach.

Dealing with changes in an emotionally intelligent way means understanding that everyone’s experience has been different, as well as assessing our own feelings.

“There needs to be awareness that we don’t know what someone else is going through and we might all be bringing different things to the workplace,” said Sarah. “It’s not about leaving them at the doorstep because we’re human beings and we don’t do that.

“Businesses should start having conversations at a human level and take any steps they can to make things easier for people coming back. I think there’ll be a lot more flexibility.”

As firms face the economic consequences of the global pandemic, there will inevitably be some difficult conversations ahead.

Using EI to prepare for these discussions can lead to more effective communication and understanding and a better outcome for everyone involved.

It means accepting that people may sometimes get upset instead of always trying to avoid negative emotions and shying away from uncomfortable feelings.

Sarah explains: “If I know I’m having a difficult conversation, I can prepare for that. And if I’m more aware of how I feel, I’m more likely to be aware of how others feel.

“For a lot of people, it’s also time for their midterm review. At the moment, that’s probably less about skills, tasks and achievements and more about how people are feeling, what they’ve learnt and what this means for their objectives.

“People have been through different things, such as salary reductions, cuts in hours and furlough. There’s a big trust piece to build back up with employers.”

FIT FOR THE FUTURE

Researchers believe emotional intelligence will become one of the most significant core skills in tomorrow’s workplace

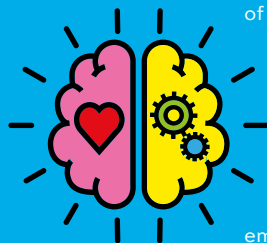
With more collaborative work predicted across sectors and the increasing role of artificial intelligence, effective people skills are expected to become even more sought after by employers.

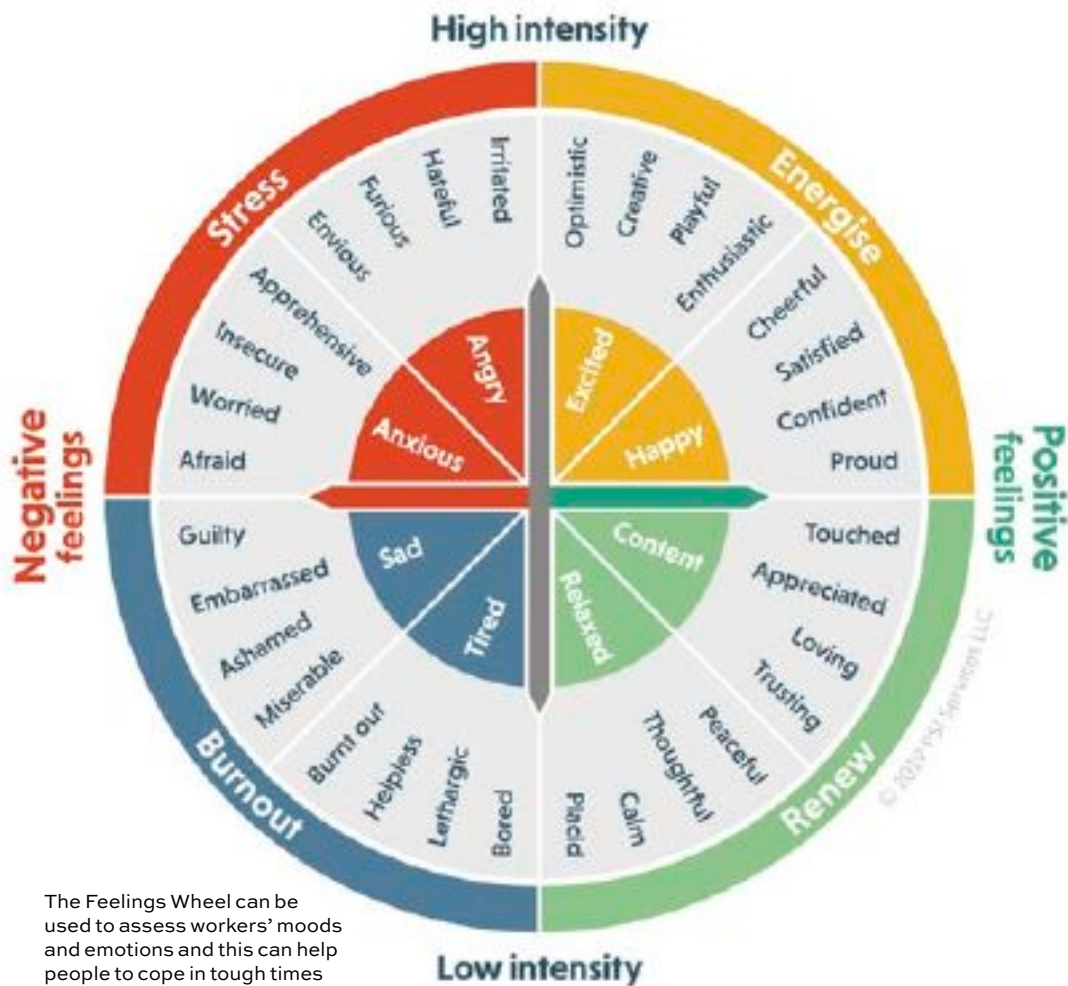
Studies carried out over the 30 years since the concept of EI was identified have shown it can help people in a fast-paced and changing work environment by making them more resilient, reducing stress and increasing wellbeing.

And employees with higher EI have been found to have more job satisfaction and be more likely

to stay with an organisation.

A white paper published by PSI Talent Management called *The Impact of Emotional Intelligence in the Workplace* found: “Multiple surveys have reported that skills related to EI will be an increasingly important requirement for future job roles.” It added: “In its relatively short history, EI has made a significant contribution in supporting employees, leaders and organisations to respond to the changing demands of the workplace. According to current forecasts and predictions, EI will continue to be a priority for organisations over many years to come.”





The Feelings Wheel can be used to assess workers' moods and emotions and this can help people to cope in tough times

Restoring that trust is one area where EI can help employers connect with their staff again by encouraging more openness.

It can also help organisations seize the opportunities for new ways of working in the wake of the pandemic through an understanding of how different approaches can help their staff.

Sarah added: “We’re going into a more mature way of working. For a lot of organisations, working from home and flexible working was partly about trust and outputs. But we’ve proved that we can work from home and can be more productive.”

Jacqueline agrees this could be the perfect chance for businesses to rethink out-of-date practices and principles and reap the benefits of authentic and emotionally intelligent leadership.

She said: “Recent events have forced people to self-reflect, looking closely at their leadership styles and the skills needed for their transition into the ‘new normal’ organisation. The pandemic has amplified a lot of things, both the good and the bad



“**THE PANDEMIC HAS AMPLIFIED A LOT OF THINGS, BOTH THE GOOD AND THE BAD, BUT, WHAT IT’S ALSO BROUGHT TO THE FORE IS HOPE**”

Jacqueline A Hinds



but, what it’s also brought to the fore is hope, and a timely opportunity to change the narrative, practices and principles within their respective organisations.

“That’s what emotional intelligence does – it allows you to really look at who you are, how you want to progress and how you look at challenges that come your way.

“As we come out of this, leaders need to think about what the good is that been achieved during the pandemic and ensure that this ethos is not lost during transition into the new normal. Staff engagement is crucial and, will allow leaders to see things differently from their workforces’ perspective. This will enable them to look at the needs of the organisation, while understanding how to mobilise their workforce to achieve those goals and objectives.”

For many organisations, the pandemic has brought a new focus on wellbeing and mental health. It’s one change that many people hope will be a permanent shift and an emotionally intelligent approach could help make this a reality.

Sarah added: “There’s a real awareness around health and wellbeing and it’s important to be aware of ourselves and know it’s okay not to be okay all the time. If I’m feeling anxious, that’s fine – I have the right to feel anxious, we’re going through bizarre times.

“We talk a lot about ‘I’m okay, you’re okay’, this win-win situation where we’re just trying to get the best for each other. If our intention is that when I’m okay, you’re okay, then we’re likely to get good outcomes.

“Health and wellbeing are taking such a key role in business, and I think this is something that people have been trying to do for several years, especially from a mental health perspective. That is not going to be taken away and being emotionally intelligent is fundamentally going to help people’s wellbeing and health.”

FIND OUT MORE

PSI Talent Management has a range of online resources to help you learn more about emotional intelligence, include on-demand webinars and research reports covering a range of sectors including HR and sales.

There’s also their white paper on emotional intelligence in the workplace which draws on the latest scientific research, as well as a downloadable guide called The Book of Emotional Intelligence.

Go to www.psonline.com/emotional-intelligence to find out more.

The Society for Emotional Intelligence International UK and Europe also offers extra resources and development for people who want to know more.

You can download podcasts and presentations and find details of membership and their 2021 conference, as well as enquire about coaching or training. Go to soeiuk.org.uk for more information.

WHEN THE GOING GETS TOUGH ...

Keith Chanter, the CEO of EMCOR UK, explains how his business reacted quickly during the Covid-19 crisis to come up with solutions for its customers, while looking after his employees

In the wake of the Covid-19 lockdown, thousands of large organisations had the logistical nightmare of shutting down offices and organising for their employees to either work at home or to be furloughed. However, for Keith Chanter, CEO of EMCOR UK – one of the largest facilities management companies in the UK – the logistics were even more complex, as around 80 percent of his 4,200 staff were based in customer locations across the length and breadth of the country.

EMCOR UK provides onsite technical building services as well as security, cleaning, catering and concierge work to a wide range of sectors, from government departments and defence contractors to food manufacturers and pharmaceuticals. It was fortunate that this diversified customer base helped to shield the company from the worst ravages of the economic impact of the coronavirus pandemic, as the large majority of these enterprises were deemed ‘priority sectors’ and remained operational. However, that brought its own issues, as Keith explained: “The biggest challenge we first faced was our diverse customer base, as we didn’t know which customers were going to be impacted and to what extent. Fortunately for us, the large majority of customers were going to continue working and require some level of FM services from us.

“So, the first priority for our account managers was to work closely with their customers to define bespoke adaptation plans to enable them to continue to operate at whatever level was right for them.”

Effective risk management has always been high on Keith’s business agenda. So, he immediately put the company’s business continuity plan (BCP) into action and convened a director-level Gold team and operations-focused Silver team to look at the issues affecting the company, and how to continue to communicate with its customers, supply chain and its employees in this new remote working environment.

Keith explained: “With government recommendations changing day by day in the early weeks of the Covid-19 crisis we knew we needed to react quickly, so one of the things we did was to set out some policies and procedures about how we’re working to adapt to this situation, particularly around agility. Our mantra was: if we’ve got enough information to make a decision, and we don’t believe any new information is going to come soon, then we’d just go with it. We wanted to be quick, rather than precise and late, and this approach has paid off as we got it right most of the time.”

“**WE WANTED TO BE QUICK, RATHER THAN PRECISE AND LATE, AND THIS APPROACH HAS PAID OFF**”

With BCP and policies in place, and account managers working with their customers to meet their changing needs, Keith and his team tackled what he calls the biggest challenge: getting two-way communications with his employees.

He said: “While there was an established communications system for managers and contacting colleagues in customer locations, getting in touch with people who were furloughed at home or shielding and isolating was a problem. It showed the need for an enterprise-wide intranet system that all employees could access, and that is something we are now developing and should launch in September.”

The EMCOR UK communications team was able to tailor messages and information for each group of employees to keep them up to date with the company’s situation and how it related to them, as well as providing specific government health advice and wellbeing messages. Although the team did not have everyone’s home contact details they were able to provide information on the company’s existing flexible benefits website. Prior to Covid-19, only around a half of EMCOR UK’s employees were registered with the website, but this has increased to 80 percent as it has become a valuable source of information.

Even Keith took to the ‘airwaves’ to give regular webinars on the situation to employees and answer colleagues’ questions. He said: “It was a good idea to have people from the business in the comms team who are dealing with their colleagues on a day-in day-out basis, so they could form that link between the operating frontline staff and the communication mechanisms. The messages, together with the videos, went down very well and created somewhat of a bond between employees and management.”

He added: “Throughout the Covid-19 crisis there has been a continual emphasis on the health, hygiene, social distancing messages as well as general wellbeing recommendations, and we



Above: EMCOR UK’s wellbeing pack was posted to the homes of all UK employees, containing hand sanitiser and face covering

Continued overleaf >>

From previous page >>

“ THE SPACE BETWEEN WORK AND HOME HAS BEEN BLURRED AND THAT’S BEEN A REAL EYE OPENER FOR A LOT OF ORGANISATIONS ”

recently sent every colleague a wellbeing pack containing hand sanitisers and other health-related items.

“However, at one point, we became a bit concerned that by bombarding people with all this health and wellbeing information that it might take their attention away from the regular health and safety and risk assessment responsibilities at work, particularly in electrical insulation and manual handling. Fortunately, this has not occurred, as there has not been an increase in minor incidents, but the risk assessment messages are something we need to reamplify as people return to work, as this could be an issue going forward.”

On the whole, Keith said that EMCOR UK’s customer relationships and the quick adaption of new services levels have worked well over the lockdown period, a fact that he puts down to the company’s core focus on collaboration with both its customers and its supply chain.

He explained: “We were the first facilities management company in the world to be awarded ISO 44001, the international standard for collaborative business relationship management systems.

“This standard helps a customer and a supplier come together to agree the strategic aims of that relationship, and this approach has become somewhat of a risk mitigation factor during this period. It really helps us to understand the customer’s overall strategy and, if we are doing this properly, we can almost second guess what the client’s response is going to be in terms of their requirements.

“Covid-19 was pretty dramatic, but, when we went to our customers in the context of that collaborative relationship, we were able to very quickly assimilate what they required and how we needed to adapt for them.

“For example, traditional onsite catering needed to be stopped, but as some people were still at work we were able to instigate a ‘grab and go’ type operation, so we worked with our supply

chain to achieve that depending on the occupancy needs of the buildings.

“We applied the same methodology to our key supply chain partners and generally it worked well. There were obviously supply issues with PPE, and hygiene and cleaning materials where we ran low on a couple of occasions, but never ran out. Again, that’s a testament to the sort of relationships we have with our supply chain.”

Now that the situation is stabilising, Keith is holding a ‘lessons learned’ session with managers to look at how EMCOR UK’s BCP can be strengthened. There will also be work undertaken on reinforcing the health and safety and risk assessment messages as more people return to work, and an emphasis on mental health wellbeing for those that have found the Covid-19 situation particularly traumatic.

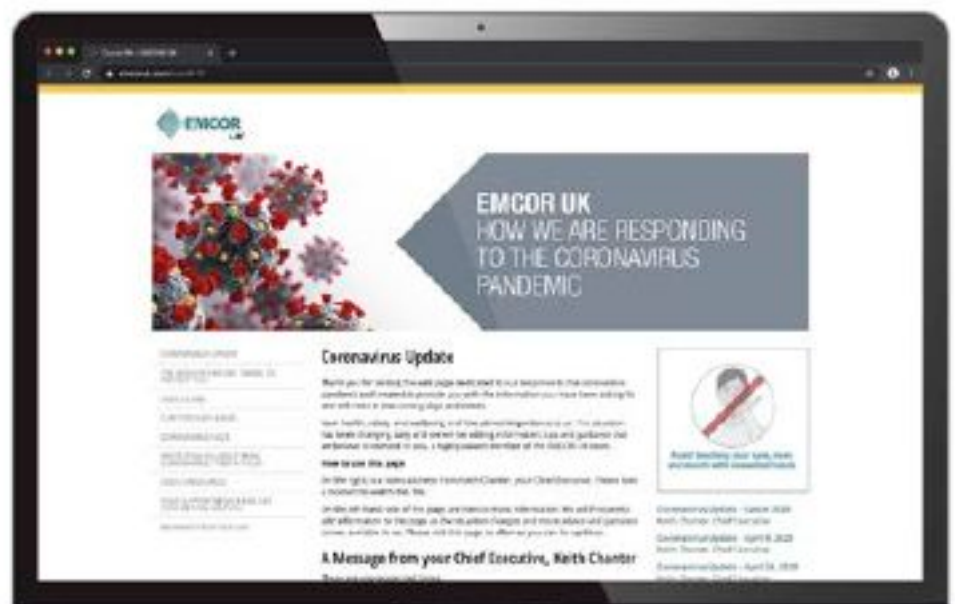
Keith is also looking forward to starting new innovative collaborative programmes based on recent experiences. He said: “We are now speaking to our suppliers about what they can do to help us get ready for the new facilities management offerings of the future and, in light of home working, ask the question what does the workplace of the future look like? Is it exactly the same as it was before? If not, how is it different and what role can FM play in providing organisations with solutions to not just help configure offices but also play a part in supporting people in their home environments as well?”

“The space between work and home has been blurred and that’s been a real eye opener for a lot of organisations.

“But it’s also given us a greater appreciation of the social value of work and the role of front line staff, not just those working in the NHS, but people like our own front line colleagues working for our customers – they have been magnificent.”



Above: EMCOR UK produced bespoke workplace guidelines and directional signage for customers. Below: a dedicated microsite for colleagues



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PRESENTATIONS | WORKSHOPS | INTERACTIVE Q&A | EXHIBITION



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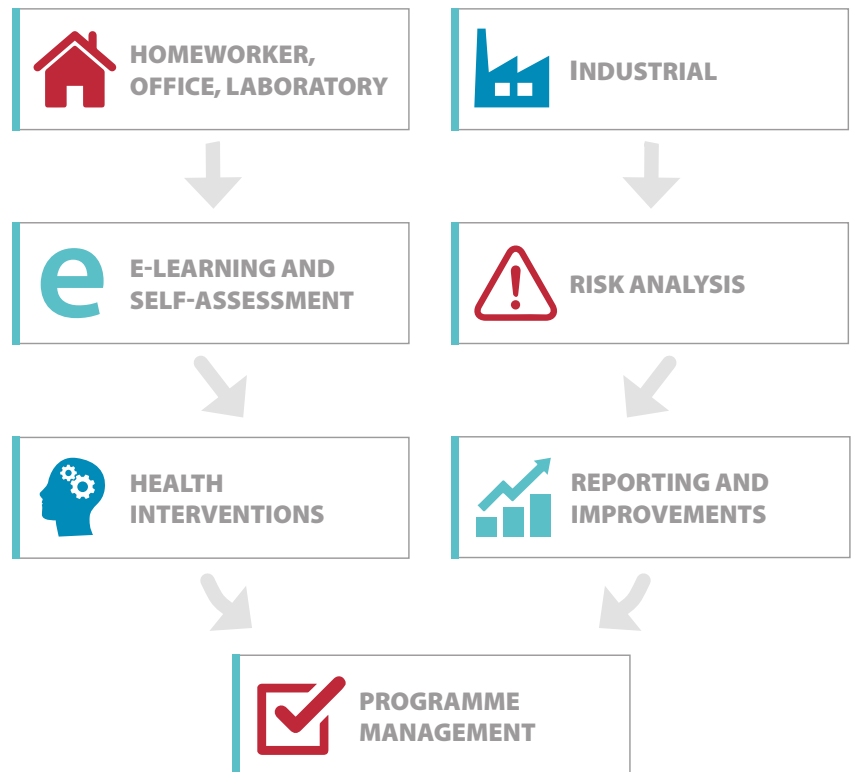
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Following the relaxation of Covid-19 lockdown measures, organisations must make their office workspaces safe by engaging staff and implementing risk control measures

SAFELY RETURNING TO WORK

Like most organisations, IIRSM has followed the Government's advice to contain the spread of the virus by cancelling or postponing all events and working from home. Now, as businesses start to envisage returning to work, we offer some key tips to creating a safe working environment during the continuing Covid-19 pandemic.

UNDERSTAND YOUR EMPLOYEES' CONCERNS

Staff returning to work may have anxiety issues, challenges with childcare until schools and nurseries are back full-time, as well as fears about using public transport. The head of the return-to-work team should be able to take into consideration these various issues through active engagement with staff, helping them to feel safe and confident to return to work. This communications exercise should involve surveying staff to establish who is best placed to return to the workplace, who needs additional shielding, and who needs further support for comfortable working at home. The information employees need before they return to work should be clear and well communicated.



ASSESS THE RISKS

A risk assessment should address how to restrict the transmission of the virus in the workplace by planning how to conduct work while following Government guidance. It is essential to identify and record: any individuals who are particularly vulnerable; potentially hazardous situations; how virus transmission could occur in the workplace; control measures and managing risk; and who is responsible for implementing any actions. This risk assessment should be shared with all employees. Involve Occupational Health or HR experts to carry out individual risk assessments for vulnerable staff.

MANAGE THE RETURN TO WORK

A senior manager should head the return-to-work team and understand the importance of effective communications with their staff. The team should comprise staff from Human Resources, Health and Safety, Facilities and Communications areas to reflect the key areas of risk and how to make changes to mitigate these risks. In smaller organisations, the return to work team manager should consider whether external support is needed.



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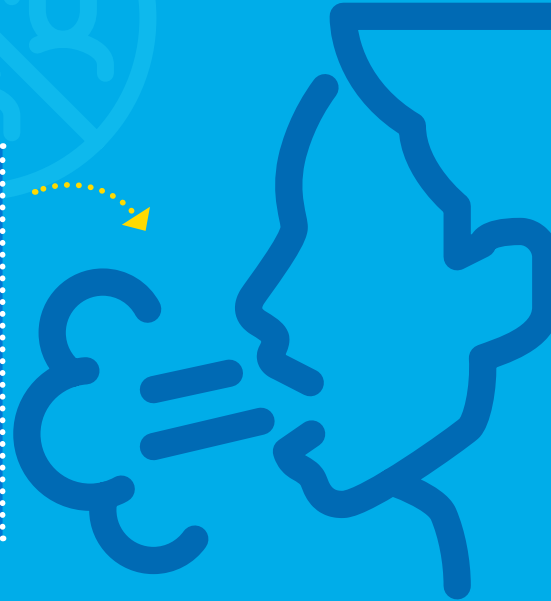
Coronavirus

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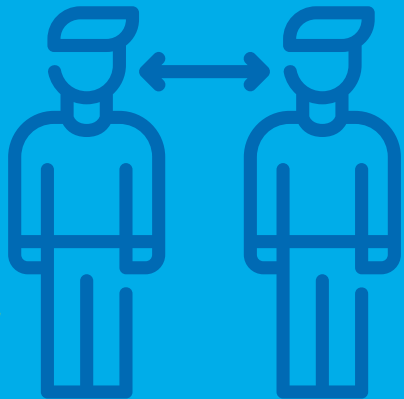


KNOW YOUR ENEMY!

In order to prevent virus transmission, it is vital to understand the two ways that Covid-19 is spread. The first is when someone touches a contaminated surface with their hands and then touches their eyes, nose or mouth. The second is via respiratory droplets released by individuals who are infectious. The risk of infection is minimised by protecting the face and through social distancing, good hygiene practices and cleaning regimes.



“ MAINTAIN SOCIAL DISTANCING, OBSERVE METICULOUS HAND HYGIENE, AND AVOID ALL UNNECESSARY CONTACT ”



CONTROL THE RISK

The best way to avoid transmission of Covid-19 is to maintain social distancing, observe meticulous hand hygiene, and avoid all unnecessary interpersonal contact. Organisations should encourage staff to co-operate with Government guidance and plans for testing, contact tracing and, where possible, ask employees to continue working from home. Inform staff ahead of returning to work via an induction to reduce anxieties and help them adapt to new ways of working. Explain the actions being taken to comply with Government guidance to reassure all staff that the appropriate steps are being taken to create a safe workplace. Let staff know how any personal data will be used and reassure staff that medical information will be kept confidential. Ensure compliance with the Equality Act and be open to making adjustments for vulnerable workers.

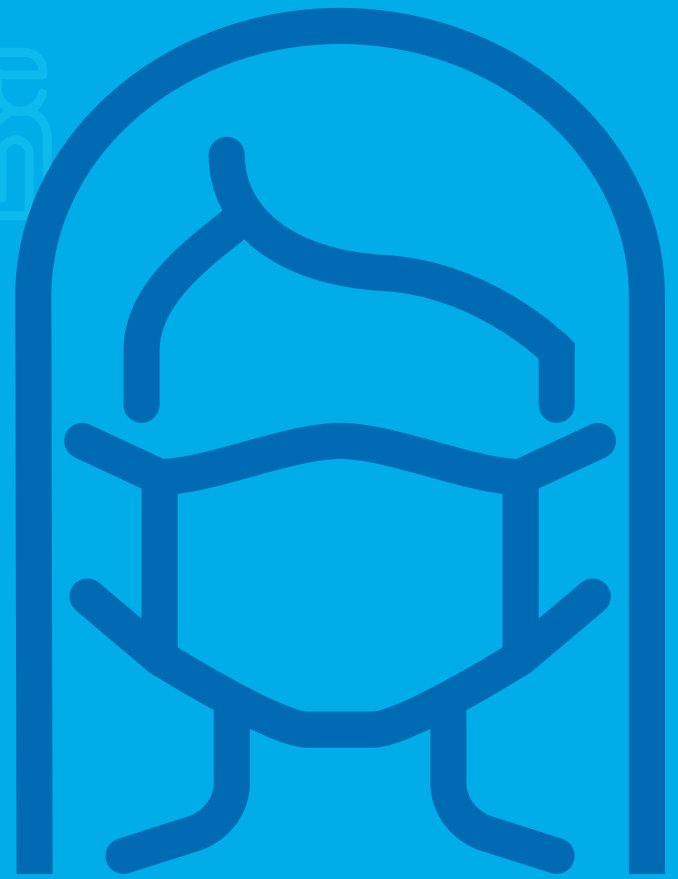
Key measures to reduce transmission in the workplace include:

- Using technology to allow meetings from a distance, even in the same office.
- Following social distancing guidelines by modifying office layouts to improve circulation space and distance between staff when working.
- Staggering staff arrival, break and lunch times and allowing flexible working to reduce numbers in at one time.
- Encouraging outdoor and web meetings.
- Conducting a deep clean before any employees or visitors access the building or workspace.
- Introducing regular cleaning regimes for common touch points.
- Ensuring bathrooms are cleaned regularly.
- Providing dispensers of hand sanitisers as widely as possible, particularly in entrance and exit locations. Consider supplying hands-free dispensers.
- Staff should be asked to clean their own desks/equipment at the start and end of the day, and before use, should anyone else have used it.
- As far as possible, computer equipment should not be shared and hot-desking should be avoided.
- Clear desk policies should be adopted at the end of each working day to allow effective cleaning of surfaces.
- Personal Protective Equipment (PPE) PPE should not be used as an alternative to social distancing, except where there is no other practical solution. If PPE is required, equipment should be provided free of charge to staff that need it.
- Repurposing communal spaces into workspaces to help separate staff. Consider the use of screens around open plan desk spaces.
- Avoiding sign-in procedures where anyone has to interact with communal documents or a digital device.
- Creating one-way flows of people including on stairs where possible. Avoid or limit use of lifts.
- Widen the movement areas by rearranging furniture and provide clear signs and directions for movement.
- For washrooms with multiple urinals and sinks, block off alternate sinks and urinals.
- Remove outer toilet doors, as long as privacy can be maintained, to eliminate door handle touching.
- Review and update staff on fire risk assessments.

EMBRACE THE 'NEW NORMAL'

New ways of working must be emphasised by the return-to-work team for the benefit of all employees. There is a significant risk of transmission should employees not follow return-to-work safely guidance, and this is much more likely as returning to work encourages habitual behaviours. Positive behavioural change can be encouraged through the following: clear and repeated rules and guidance; emphasis on the significance of infection risk and that safety

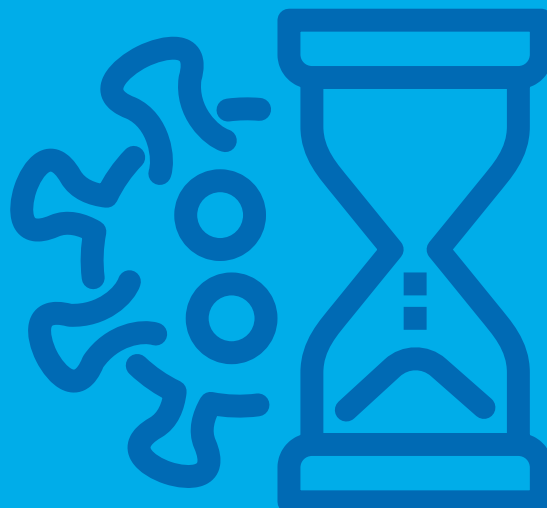
comes first; and the correct physical infrastructure to support correct behaviours. The new behaviours can be clearly supported with visual aids, e.g. floor markings and signs. Allow people any extra time they need to comply with expected rules so that they do not feel pressured to break from guidance. Ensure that practices do not conflict with any expected risk control behaviours. Also have a clear policy for dealing with staff who do not follow guidance. Regularly review rules with your return-to-work team colleagues to make sure they are effective and up-to-date.



REVIEW AND ADJUST

The risk assessments and measures that are introduced should be continuously reviewed and effectiveness of control measures should be monitored and adjusted as necessary. Government and Health and Safety (HSE) guidance is likely to change over time and this should be complied with. The return-to-work team should continually review whether the changes implemented are effective, necessary and being complied with, as well as monitoring any new guidance issued to establish what improvements need to be made.

“
THE RISK
ASSESSMENTS
AND MEASURES
THAT ARE
INTRODUCED
SHOULD BE
CONTINUOUSLY
REVIEWED
”



USEFUL RESOURCES

Government guidance encourages employers to display the following sign:
<https://bit.ly/30ohSJZ>

Government advice by industry:
<https://bit.ly/3eEDA1N>

Health and Safety Executive (HSE) advice:
<https://bit.ly/30lepMj>

HSE simple risk assessment template and guidance:
<https://bit.ly/30iNwZD>

BICS Deep cleaning advice:
<https://bit.ly/3h3YAAq>

EHRC guidance for employers:
<https://bit.ly/395InYN>

NHS website information on vulnerability:
<https://bit.ly/2ZHVsvj>

LEARNING FROM ADVERSE EVENTS



Organisations are failing to learn fully in the aftermath of serious incidents. A White Paper from the Chartered Institute of Ergonomics and Human Factors (CIEHF) finds nine principles for incorporating human factors into learning investigations, writes David Cameron

Do we learn enough from major incidents to prevent them from happening again? Worryingly, for some time, it has been the view of many leading human factors specialists that we don't.

They believe that the investigation of incidents is all too often failing to support effective learning about the role played by people in the response to, mitigation of, and avoidance of incidents.

This should set alarm bells ringing loudly for risk managers around the world who are tasked with not just trying to prevent such accidents but who will inevitably be involved in the investigation, analysis and actions that are required post-incident.

After three years of work by senior professionals, the Chartered Institute of Ergonomics and Human Factors (CIEHF), has published a deeply insightful White Paper entitled *Learning from Adverse Events*. It throws a spotlight onto how organisations are failing to learn fully in the aftermath of serious incidents and offers risk managers guidance on how to change and improve their responses and actions through increased understanding of the human contribution to such events.

In the introduction to the document it is suggested that, despite a sizeable knowledge base in the professional literature, "there continues to be a significant number of organisations who either fail to apply good practice in this area or who seem to quickly forget the lessons that have been learned".

"The systems, tools, and especially the culture and expertise that supports incident investigation, largely determine the quality of the output and learning achieved. However, the value of an investigation is only as good as the quality of the learning achieved – identifying and implementing

“ THE VALUE OF AN INVESTIGATION IS ONLY AS GOOD AS THE QUALITY OF THE LEARNING ACHIEVED – LONGTERM IMPROVEMENT IS THE ESSENCE OF EFFECTIVE LEARNING ”

change in a way that supports and sustains long-term improvement is the essence of effective learning," it said.

The white paper focuses on improving organisational learning following incidents or other adverse events. It aims to do so by drawing on good practice in understanding how to enhance the reliability of complex socio-technical systems through attention to human behaviour and performance.

Nine principles for incorporating human factors into learning investigations are identified. They are embedded throughout the document. These are summarised as:

1. Be prepared to accept a broad range of types and standards of evidence.
2. Seek opportunities for learning beyond actual loss events.
3. Avoid searching for blame.
4. Adopt a systems approach.
5. Identify and understand both the situational and contextual factors associated with the event.
6. Recognise the potential for difference between the way work is imagined and the way work is actually done.
7. Accept that learning means changing.
8. Understand that learning will only be enduring if change is embedded in a culture of learning and continuous improvement.

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9. Do not confuse recommendations with solutions.

The lead author of the paper is Professor Ron McLeod, an independent human factors specialist with nearly 40 years' experience in the field and a prominent member of CIEHF.

He said that the paper was aimed at people who are not experts in human factors or ergonomics, but who are dealing with risk assessment, learning and improvement across all sectors of industry, commerce and business. "It was very striking when we first suggested this project the number of people who came forward to take part," he said.

"There were a number of themes that kept coming up," Ron said. "One was the reflex to find someone to blame – most obvious in the media – at the expense of understanding the systemic issues behind most complex events. There was also the perception of over-reliance on hindsight rather than trying to understand the situation and context at the time the individuals made decisions.

"A general lack of awareness of the deep psychological motivations for the way people behave was clear, also the way they are incentivised and their goals and priorities, some of which are deeply ingrained in the way brains work.

"Finally, even when investigations were conducted well, there was a difficulty in recommendations leading to genuine learning and improvement," he said.

Prof McLeod said that by 'adverse incidents', the white paper is referring to a number of types of situation: something fails and there is loss or harm; something fails but there is no harm; a 'near miss'; and finally the situation of 'weak signals' – something is not operating in the way it is intended, nothing goes wrong but there is a potential for failure, he explained.

"There was a huge amount of work to get the white paper

The document is designed to help organisations understand a human factors perspective to investigating and learning from adverse events, and to provide key principles organisations can apply to capture the human contribution to adverse events.

www.ergonomics.org.uk



Professor Ron McLeod, an independent human factors specialist with nearly 40 years' experience in the field, and a prominent member of CIEHF

down to just nine principles! However, we now feel they capture the essence of what organisations need to know to improve in this area. They're not in any order of priority. The principles should fairly readily lend themselves to a form of self-assessment. Organisations should do a gap analysis and then implement the change."

Paul Bowie, Programme Director of Safety and Improvement at NHS Education for Scotland, spoke at a recent webinar which launched the White Paper. He said there was a lot of information in it which the NHS could use.

"These principles are particularly timely and highly relevant for what's happening in health and social care," he said.

"It's unfortunate that in the significant minority of cases there is still so much of a blame culture, the way we report in the media around patient safety incidents for example. The idea of adopting a systems approach often means something different in healthcare. There is a lot of work to be done there and so the guidance is particularly helpful in that respect.

The whole idea of work 'as imagined' versus the way work is actually done is not well known, understood or practised across the NHS."

The document is now being widely circulated among risk managers. CIEHF Chief Executive Noorzaman Rashid, said: "Rarely has a white paper been given this level of detail and attention to research, making it a landmark publication and must-read document. It tackles everything from the blame culture to differentiating between recommendations and solutions."

"The CIEHF works alongside allied professional bodies in businesses to ensure that the way we approach problems and challenges reflects a systems-based approach. Our publication on "creating safe workplaces" – <https://bit.ly/HFCreatingaSafeWorkplace7Steps> is a good example, and one in which the IIRSM was involved," he said. ♥

About the CIEHF

The Chartered Institute of Ergonomics and Human Factors (CIEHF), has represented the interests of those engaged in professional activities in the disciplines of ergonomics and human factors for more than 70 years.

With a membership drawn from more than 40 countries, the CIEHF has long been recognised as one of the most influential bodies representing human factors professionals. Membership of the CIEHF covers domains as diverse as defence an aerospace, healthcare, sports and leisure, transportation, consumer products, the automotive industry, computer systems, telecommunications, and the energy, mining and petrochemicals industries.

Ergonomics and Human Factors (EHF) has been a scientific discipline since the late 1940s and has evolved to become an activity embedded in many organisations throughout the UK and globally. It has impacted changes in, and improvements

to, workplaces, technologies and systems. The terms ergonomics and human factors are used synonymously.

The CIEHF understands the need to identify clear messages to influence industry, policy makers, research funders and educators on why human factors is so important, how it adds value and what the priorities should be when considering how human factors should be implemented.

Applying human factors ensures that systems, products and services are designed to make them easier, safer and more effective for people to use. The CIEHF focuses on integrated human-centred design and thinking to improve life, wellbeing and performance.

This involves the disciplines of physiology, engineering, psychology and technology. Human factors experts are formally trained to design and improve work systems to maximise individual and team performance.

Here is an extract which gives a flavour of the work that has been done by the CIEHF. To access the full document, go to <https://www.ergonomics.org.uk/CIEHFLearningfromAdverseEvents>

When to investigate

Investigations are usually initiated either when the outcome of an event is sufficiently serious or is recognised as having had the potential to lead to a serious outcome. It is, however, often only good fortune that determines whether an adverse event translates into a near miss or an accident. The most severe outcomes do not always prove the most reliable indicators of risk or opportunity for improvement.

The selection of adverse events for investigation is typically risk-based. However, the assessment of risk, particularly for near misses where no adverse outcome actually occurred, is inherently prone to cognitive bias. For example, there could be a tendency to assess risk based on events we can quickly bring to mind ('availability' bias); over-confidence in the ability of the organisation to deal with unexpected events; and/or a lack of imagination about what could have happened.

Incident investigations are usually structured around five stages:

- 1. Planning.**
- 2. Gathering evidence.**
- 3. Analysing the evidence.**
- 4. Developing recommendations.**
- 5. Reporting.**

An effective risk-based approach to the selection of events for investigation should:

- Discourage outcome bias by not limiting investigation of events to those that actually had a serious adverse outcome, at the expense of those with the potential to have been much more severe.
- Encourage a 'just culture'; a culture in which people are not punished for actions, omissions or decisions commensurate with their experience and training but where gross negligence, wilful violations and destructive acts are not tolerated.
- Prioritise improvement opportunities based on the collective risk picture and not merely on the most severe, embarrassing, media-worthy, challenging or expensive outcomes.

- Take into account the profile of adverse events experienced across the organisation and balance the capacity and demand for investigations.

In deciding which adverse events justify investigation, organisations should consider the opportunity for learning by considering issues such as:

- The actual and potential outcome associated with the incident.
- The number and rate of occurrence of similar events across the organisation.
- The exposure to systems, operations and situations recognisably similar to those where the adverse event occurred.
- The likelihood of recurrence.

The dangers of bias

Once the outcome of an event is known, it is all too easy to allow bias to creep in when looking back, interpreting actions and viewing the chain of events through a 'retrospectroscope'.

Hindsight bias leads to counterfactual reasoning, that is, focusing on what should have happened or making judgements about what the actors involved should have known based on knowledge of how events actually turned out. This can lead to seriously deficient conclusions and learning compared to an investigation that focuses on understanding the situation faced by the individuals involved, and what they actually knew or had good reason to believe or expect at the time they acted.

Of course, investigators themselves are not immune to bias. An investigator's understanding of an incident is filtered through their own experience, mental models, beliefs and expectations. These can have a significant impact on the way evidence is converted to information and subsequently interpreted. It is therefore important to build strategies into an investigation to limit the impact of hindsight bias.

Investigations should try to capture multiple independent views on the

event, avoiding the potential for one view to dominate. Any investigation must have access to individuals with practical and recent experience of the realities of the job where the event occurred. Such domain knowledge often provides insight into otherwise inexplicable events.

Planning

The human factors perspective needs to be integrated into all of these stages. Planning for an investigation needs to take into account the need to adopt good practice in human factors. For complex events, that means having adequate access to appropriate skills and competence in human factors.

In 2000, the UK Health & Safety Executive commissioned a project to evaluate the tools and techniques used for incident investigation in UK industry. The research involved a telephone survey of 1500 companies, together with 100 face-to-face interviews. The telephone interviews covered a wide spectrum of commerce and industry, ranging from micro-businesses and Subject Matter Experts to large companies.

The majority of the respondents (83%) did not report any formal model of accident causation in use in their organisation. Their investigations usually involved creating narrative descriptions of the incident, with some free text descriptions setting out possible causes. The focus was on the individuals directly involved and the obvious contributing factors. Once these were identified, the investigation was typically seen as complete. Underlying causes that may have influenced behaviour or led to unsafe conditions were rarely addressed.

Gathering evidence

Gathering evidence can be considered in two phases:

1. Initial information capture immediately after the event, typically

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at the location(s) where the event occurred. There may be time pressure associated with operational demands as well as the imperative to secure and preserve perishable evidence that could decay or be destroyed over time.

2. Subsequent information capture, exploring deeper issues in slower time such as procedures, oversight and competence management arrangements.

Both phases have challenges and opportunities. Adopting a human factors perspective will serve the investigator well in thinking about sources of evidence, going beyond the 'fallible individual' mindset, and towards searching for the underlying systemic issues.

Initial information capture

There are few specific human factors tools available to use during the immediate aftermath of an incident. A human factors perspective however can be helpful, both in being aware of the kinds of information that can provide insight, as well as of the value and limitations of different types of 'evidence' that can be immediately available.

Local adaptation

Experienced human factors investigators are sensitive to signs that users have adapted the work environment, equipment or tools to better support their work. These 'sticking plasters' can take many forms, such as sticky notes or hand written labels affixed to equipment or written procedures, books used to raise displays, or lighting turned off to avoid glare. Features such as these can indicate shortcomings in the design of the work environment that interfere with reliable human performance. Evidence about some situational factors such as allocation of responsibilities at the time, competing priorities or task demands, information that is ambiguous or difficult to access, background noise or distractions, can be perishable especially when events are looked at with the benefit of hindsight. It is especially important to explore and record these details as close in time to the events as is practicable.

Interviews

Interviews with those involved in the events, whether directly or indirectly, also form a core part of any investigation. As the memories on which witness evidence is based are perishable, the emphasis must be on capturing an account from those with first-hand experience as soon as possible after the incident. However, the individuals involved may be traumatised by the events or have fears of the consequences for themselves, their families or their colleagues. Sensitivity, empathy and good interpersonal skills are critical in capturing these first-hand accounts.

Eyewitness testimony is also fallible and prone to many biases and errors of perception, recall and reasoning. We frequently see, interpret or report events in terms of what we expect rather than what actually happened. If our attention and working memory are occupied, we can fail to see or detect events that otherwise appear obvious. These and other fallibilities of eyewitness accounts can lead to misleading, even conflicting, accounts of the same events by different eyewitnesses.

First-hand accounts may, however, provide the only opportunity there is to gather information that will be otherwise inaccessible. This is especially true when it comes to trying to understand the local rationality, that is, why people made the decisions or took the actions they did, what motivated them and what they believed to be the situation they were in at the time. First-hand accounts of eyewitnesses should be recorded verbatim.

It is essential to focus the immediate first-hand interviews on the event itself,

Example: Buncefield

In the investigation of the explosion and fire following overfilling of a fuel storage tank at the Buncefield fuel storage facility in England in 2005, investigators wondered why control room operators had brought their own alarm clock into the control room. It turned out that the operators used the alarm clock to monitor how long a fuel transfer had been underway – a critical piece of information – as there was no easy way to do this with the equipment provided.

Example: Runaway road-rail vehicle

In an investigation into the runaway of a road-rail vehicle in 2012, the UK's Rail Accident Investigation Branch identified that the vehicle concerned had a wiring irregularity in a safety system, which may have caused problems with its operation in the past. The operators had placed a handwritten note on the vehicle to remind users of its correct operation. Report 09/2013: Collision at Bradford Interchange station, Rail Accident Investigation Branch

establishing the facts of the situation as they existed at the time and as much information as possible about the context the individuals involved may have believed they were in when they took critical decisions or actions. Methods such as the critical decision method and cognitive interview techniques can be used to structure first-hand interviews. Techniques such as these are complex and should only be used by suitably qualified and competent people.

Fatigue

It is not possible to provide guidance on addressing all potential systemic factors here. The issue of fatigue, however, warrants mention as it is so often suspected as contributing to adverse events, particularly where shift work is involved. Prior sleep and hours of wakefulness are key determinants of fatigue. If there is reason to suspect fatigue might be a factor, interviews conducted immediately after the event can be the only opportunity to establish the sleep/wake patterns of the individuals involved over the preceding days. If this information is not captured as soon as possible after the event, it is likely to be lost forever.

Subsequent information capture
There are a variety of established analysis methods that can assist the investigator integrating the human factors perspective into the main investigation and inform the kind of information that might be useful. Published reviews are available that provide guidance on selecting and



applying tools that support a human factors and systems perspective on incident investigation.

As with the site phase, much of the evidence collection during the main investigation will follow established good investigation practice. Much, though not all, of the general material gathered will often have some relevance to the investigation of human performance, for instance, site observations, data recorders and voice recordings can provide information on aspects such as task design, workload and verbal communications.

Documentation

Documentation can offer insight into an organisation's approach to safety and risk management, as reflected in rules and procedures, technical standards and methods of assurance of competence and the control of work. The focus is on identifying how effective the safety or risk management system is in optimising the situational factors that influence performance at the front-line.

Written procedures, even including the handwritten notes and amendments that often accompany them, do not necessarily reflect how a task is carried out in practice. Other useful

documentation can include hazard analyses, performance records and the organisation's strategic plan, including short and long-term goals and objectives. Variations from documented procedures and analyses are, however, often implicitly condoned by line management as being necessary to deliver productivity under real-world constraints. Documentation reviews should be complemented by other evidence from observations and interviews involving staff with current experience of the task.

To be able to learn not only from what went wrong but from why things usually go right, the investigator should not only capture, record and analyse the weaknesses arising from processes and tasks associated with the incident but also their strengths. Analysis of the factors associated with strengths and weaknesses can equally result in safety learning.

Analysing the evidence

Once all evidence about what happened and the situational and contextual factors associated with the event have been collected, a thorough analysis of the information takes place.

Methods used to analyse evidence must be appropriate to the complexity

of the issues and systems under investigation. In complex socio-technical systems, the tools and techniques used must go beyond single or linear causation models and allow users to map the interactions between contributory factors. Human factors offers a number of well-established methods for structuring the analysis of investigation evidence including:

- The Human Factors Analysis and Classification System (HFACS) ,
- Systems Engineering Initiative for Patient Safety (SEIPS)
- Accimap ,
- Systems-Theoretic Accident Model and Processes (STAMP).

Task Analysis

Task analysis is probably the most fundamental and widely used analysis technique in human factors. It provides an explicit representation of how tasks are performed, the demands and expectations of people performing tasks, as well as important characteristics of the task structure. Task analysis can take many different forms depending on the specific objectives, including the information captured and how that information is represented. Depending on how it is structured, task analysis can provide great insight into many aspects, both of how tasks are expected to be performed, as well as how they are performed in reality.

For the investigator, task analysis can support an explicit comparison of tasks as set out in a company procedure (work-as-imagined) against how the task was actually performed in the period before and during the event (work-as-done). It should be possible to build a task analysis illustrating the two perspectives from the evidence captured in the investigation phase.

A key element of the task analysis is that it should not only identify the activities undertaken but also who undertakes them and when. It is important to be able to understand not only the actions or omissions that led to the event but also the other tasks that personnel were expected to be undertaking concurrently, the clarity of roles, job demands and competence requirements. ♥



GRENFELL
FOREVER IN
OUR HEARTS

That there were multiple failings at Grenfell is now well-established. As the disaster passes its third anniversary, the public inquiry, police investigations and inquests continue. Here, a number of architecture and fire policy experts share their views. By Andrew Collier

THE MULTIPLE FAILINGS AT GRENFELL TOWER

At 4am on the morning of 14 June 2017, Jane Duncan, the President of the Royal Institute of British Architects (RIBA), was awoken by the insistent ringing of her mobile phone. It was the last thing she needed, as she had an exhausting round of back-to-back meetings in her diary that day.

The call was from her long-time colleague, architect and fire safety expert Sam Webb. “He told me to get up and put my TV on,” she recalls. “I said I had a really busy day coming up and just wanted to get some sleep. He said ‘no; you have to do this’.”

So she did, and what she saw left her shocked and traumatised. Grenfell Tower, a 24-storey residential tower block in west London, was fully ablaze, lighting the dawn sky like a giant torch visible across the capital. It had every appearance of a huge unfolding tragedy.

As a highly experienced and distinguished architect, Duncan very quickly realised the ramifications. “Obviously, my first thoughts and my shock were directed towards the people inside that building, but I was amazed by the speed at which the fire climbed up it. I saw that the implications for the construction industry were going to be enormous.

“The next morning, I asked RIBA’s chief executive for his agreement to allow me to set up a panel of fire safety experts to advise members. I’m not an expert on this myself and needed advice.”

By then, it was clear that Grenfell was adding its name to a grim lexicon of fatal UK fire tragedies: Bradford City FC; Summerland in the Isle of Man; King’s Cross; Piper Alpha; Cheapside Street in Glasgow; and many others. The final death toll was 72, with another 70 injured. It was the country’s worst residential fire since the Second World War.

As the disaster passes its third anniversary,

the public inquiry, police investigations and inquests continue. That there were multiple failings is now well-established.

Complex causes

The highly inflammable exterior cladding, the main cause of the conflagration, apparently did not comply with building regulations, and the tragedy was compounded by the advice from the fire service that residents should stay put in their flats and wait to be rescued rather than attempting to flee. There was also no centrally activated alarm.

There were question marks over the size and installation of cavity barriers and over the windows, which had recently been replaced with a lower capacity for fire retardancy than their predecessors. The 67-metre tall building, constructed in the 1970s, also had only one staircase to serve its 129 flats.

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“The issues were immediately obvious in that there was clearly something significantly wrong with the cladding, both in terms of its selection and the building work involved”, says Duncan. But, she adds, the causes of the fire were much wider and more complex than this, and go back to its design in the 1960s and building legislation since.

“Everyone wanted to pin the problems of the building onto the cladding, but in fact there were other issues – it was like a Pandora’s Box opening. On the RIBA panel, we looked at the plans and realised it was a low-cost building from the 1960s, when the government gave a waiver from the then code of practice, allowing this tall building to just have one staircase. I’m quite certain that a lot of people were killed because there wasn’t an alternative means of escape.”

Incredibly, this approach has now become embedded in construction culture, and single staircase structures remain in the guides and are still being built to save space and therefore money. That, Duncan says, is extremely worrying.

“There was also the issue of sprinklers not being considered cost-effective for installation in low cost buildings. On the panel, we have been absolutely definite on the fact that these have to be put into all new and retrofitted residential buildings wherever there may be vulnerable people sleeping, where they need to be dealt with by building control. That has been happening in Wales since 2016.”

Failure to comply

As Duncan was sitting stunned in front of her TV watching the events unfold, one of the country’s most experienced fire officers was becoming personally involved. Roy Wilsher, Chair of the National Fire Chiefs Council, the professional voice of the Fire and Rescue Service, was in conversation with Dany Cotton, the Commissioner of the London Fire Brigade.

It was to be a long day. By late morning he was in ministerial discussions with the government, followed by countless COBRA meetings. “I think I’ve either talked about or thought about Grenfell every day since,” he adds.

Like other fire safety professionals, he says that there is widespread shock about just how poorly the construction industry in the UK has followed building regulations, with Grenfell being a manifestation of this complacency and neglect.

“We’ve had 20 or 30 years of building safety failure in this country that we are now trying to sort. The cladding on the building, and on 400 others that are similar, never did and never will comply with the regulations. The second stage of the official Grenfell enquiry needs to look at exactly how this sort of dangerous, combustible material ended up on the side of residential structures.”

He points to the fact that three years after

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the tragedy, 160 tower blocks across the country are still sheathed in this type of outer covering. “There aren’t even plans yet for remediating this. The properties are virtually worthless because no-one will buy them, and it’s very difficult getting insurance or mortgages on these buildings.

“We still don’t have the clear legal powers to force remediation. That will change with the new Fire Safety Bill, but that’s not going to be actioned until later this year, three and a half years on from when we said it should have happened.”

Wilsher is keen not to be entirely critical of the Government: it is, he says, trying to tiptoe its way through a complex system, which means it is inevitably going to take time to organise appropriate responses.

Combustible cladding has now been banned for new buildings over 18 storeys, and that is clearly a necessary and welcome step. But he is furious that some developers actually want the rules to be relaxed again. Recently, Berkeley Group said that some aluminium composite material (ACM) cladding was low risk and should not be banned. “That’s just beyond belief, really.”

How, though, did the UK get into a situation where literally hundreds of these blocks – “structures coated in petrol”, as Jane Duncan describes them – ever come to be built at all? What can possibly account for one of the world’s most developed economies quietly adopting the sort of building standards associated with places where regulations are ignored?

“The inquiry will hopefully get to the bottom of this,” Wilsher adds. “But my own personal view – and it is a personal view – is that once we had

The devil’s in the detail

Paul Bussey, an RIBA architect specialising in fire design issues, explained the disconnect between the functional requirements of the building regulations and the guidance given in the 2010 Approved Document B, applicable at the time, for flats over 18m high.

The latter recommended, in Diagram 40, the use of cladding which was “Class O or Class B-s3,d2 or better” with which the designers thought they were complying based upon the product data available, and that it was essentially of “limited combustibility”. However in combination with the lack of installation of cavity barriers and combustible insulation, the whole cladding system was proven to be non-viable. Subsequently the Approved Document B4 was revised in 2019 to require “Class A2-s1,d0 or better” which

is essentially non-combustible cladding, which tends to suggest that the previous Approved Document was misleading at best and inadequate at worst.

In this context, many hundreds of other buildings have this same inadequate specification which appears to comply with the 2010 Approved Document B which is one way to comply with the building regulations. This iniquitous situation is exacerbated by the existence of British Standards and other industry guidance that can circumnavigate the Approved Document in much more financially beneficial ways under the guise of fire engineering. Consequently the RIBA fire group is promoting areas of prescriptive guidance within the Approved Documents that should be mandatory and therefore cannot be modified or eliminated by alternative measures.

construction firms able to pay for their own building inspectors, that started a race to the bottom. It's a way of doing things that is just proven not to work."

He sees the failure as a result of a combination of factors, some involving public policy and going back decades. "There was a push for more and more buildings, the deregulation of building control, a lack of expertise in fire safety. And the law that the external walls of a building should not be capable of spreading fire was in place long before Grenfell, but it just seems to have been forgotten."

"It's not all bad news – we do have half as many fires in this country now as we did 15 years ago – but that led to the system thinking that there wasn't a problem with fire anymore. At the same time, because of austerity, fire and rescue services have lost 25 per cent of their workforce. Instead of worrying about risk, it was just put to one side."

With his personal experience of nearly 40 years working in the fire service, Wilsher defends the controversial 'stay put' policy that led to residents remaining in their apartments as the fire raged around them.

This approach is, he says, perfectly viable as long as the structure is appropriate for it. "It's not a fire policy, but a building construction one, starting in the early 1960s. It works as long as the building is built and maintained properly.

"But you wrap the building in solid petroleum, which is basically what polyethylene is, and then have flammable insulation, windows that don't fit properly and on top of that you don't deal with internal fire safety measures appropriately, then you are stoking up a disaster."

Having a single stairway, he adds, makes sense as long as the stay put policy is robust and workable. "These buildings were never built for evacuation but stay put is appropriate as long as the maintenance is OK. We have had hundreds of high-rise fires since Grenfell where, as a strategy, it has worked."

He believes that over time, a culture has arisen of failing to understand some of the basic aspects of fire safety. This was also seen in incidents such as the blaze last November at the six storey Cube building providing student accommodation in Bolton, Greater Manchester. There were no fatalities, but the fire spread rapidly and again the cladding proved controversial.

"To say the construction of that was poor would be generous. I don't think there's an architect, designer or planner who does more than half a day on fire safety in their entire degree course. There isn't enough education about it."

Grenfell has not led to a substantial enough change in the culture of the construction sector, Wilsher argues. "We need to go back to a much more scripted way of putting up buildings. We moved into a pattern of deregulation and of trusting people to do the right thing.

"That didn't happen. You need independent building control, and a ban on combustible



materials needs to be enforced. And we need to keep it on the agenda of the politicians."

The EWS1 process

Lee Harvey is another authority on fire safety. An inspecting officer in London for nearly 20 years, he was seconded to the Brigades Specialist Fire Safety Task Force, carrying out inspections of cladded buildings. He currently works as a consultant.

Harvey, too, is concerned by the fact that unsuitable cladding is still fixed to buildings across the country

which, he points out, also has wider ramifications. "It means that owner-occupiers are stuck with zero value properties, and there is a feeling among regulators that construction firms have not improved in their approach to making buildings safe from fire. There is a lack of trust that they are following the rules."

Harvey adds that there is also an issue with the so-called EWS1 form, intended to give comfort to lenders on the issue of the fire safety of high rise residential apartment buildings. The form is designed to record in a consistent way what assessments have been carried out on the external wall construction.

"The EWS1 process requires a chartered engineer or very competent fire safety practitioner to be engaged to assess the external wall system and gives assurances about whether it is suitable and meets with the building regulations, either now or at the time that it was built.

"However, there is a problem with this. Few people are actually willing to carry this out due to a massive increase in the level of professional indemnity insurance (PII) required."

The Royal Institution of Chartered Surveyors (RICS) helped develop the form. It points out that those undertaking this work must disclose and discuss the matter with their insurer, and it has inserted an exclusion of liability into the terms.

One organisation sounding warnings over issues with this documentation is the Institute of Fire Safety Managers. Its Chairman, Bob Docherty, has advised that some of his members have been told categorically by their PII insurance providers that they will not insure them for work associated with the form.

"A vast number of members including those in

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Continued overleaf >>

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large companies have stepped away from dealing with this form and will have nothing to do with it for various reasons.” Pending a meeting with the RICS to discuss the issue, he adds: “I would emphasise that if it is your intention to carry out work with these forms, you need to check that you are covered by your insurers.”

The Chartered Institute of Architectural Technologists (CIAT) has also sounded a warning, saying: “If you are asked to complete this form, as a first step we would recommend contacting your insurance brokers to ensure that your current PII policy will cover this work.

“Unfortunately, we have been advised that the majority of PII insurers are not prepared to offer cover for this type of work, with the RICS minimum terms now being amended to reflect that this risk can be excluded.”

Steve Fowler, who is Managing Director of the business strategy, risk management and change leadership organisation Amarreurs Consulting, is a former insurance company risk control surveyor. Part of his job in the 1980s was to inspect blocks of flats. Back then, he says, Grenfell could never have happened.

“At that time, we had the London building acts which stopped flammable materials being placed on the outside of buildings. But these were scrapped by the government in 2013 to bring everywhere in England into line.

“What they should have done rather than levelling down was to level the whole country up to the London standard. The law in Scotland is still pretty much the same as the old London ones, so Grenfell couldn’t have happened or happen there.”

The efficiency factor

How and why did this relaxation of the rules happen? Fowler believes there are a number of reasons. The Government, he says, had a focus on deregulation and was also giving impetus to thermal efficiency and environmental issues. “Ten years ago, everyone was talking about energy efficiency, and with thermal improvements, you wouldn’t have to heat these buildings so much.

“And of course if you wrap a building in foam – which is what happened in Grenfell – then it does make it more efficient. But in the real world we have to balance different issues such as this thermal efficiency, the safety and security of the building and its fire protection. In abolishing the London building acts, the government basically just looked at the efficiency factor.”

The most appropriate response now, he believes, is for a broad risk management approach to be taken to these buildings, examining the threats holistically and



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IT’S ABOUT MAKING SURE THAT A MULTI-FACTOR APPROACH IS TAKEN IN LOOKING AT BUILDING DESIGN, CONSTRUCTION, REPAIR, MAINTENANCE AND USAGE
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determining outcomes in terms not just of regulation, but also of practice.

“It’s only partly the regulation that matters – it’s also its application and enforcement. It’s also about reinforcing the right culture and making sure that a multi-factor approach is taken in looking at building design, construction, repair, maintenance and usage. Of course fire protection is important, but these other things are too.”

Though balancing the risk factors is important, Fowler adds, it has to be intelligent, practical and far sighted. He gives an example. “It’s my understanding that for security reasons, there were gates outside Grenfell Tower preventing vehicles from gaining access.

“So, the fire brigade got within metres of the building, but they couldn’t get the appliances closer because no-one could find the person with the keys to open the gates. The security was there as a preventative measure to stop car racing and drug taking outside, but no-one had thought about the emergency services having to get there in the middle of the night. It just hadn’t been considered.”

Fowler says he worries that the news agenda has progressed to “bigger” things - Brexit, Covid-19 - and, as a result, Grenfell may fall out of sight. “The danger is that it’s such a long time since it happened and, unless there is another incident, which obviously we have to hope won’t happen, then most people’s attention has moved on.”

It concerns Jane Duncan, too. “We sort of lurch in this country from catastrophe to catastrophe and sometimes those catastrophes fade from view. We had well-meaning regulations in the 1960s and 1970s, but on the face of it the current regulations are being messed about with and taken advantage of by people for whom, to be honest, money is of greater importance than safety. That has to stop.” ♥

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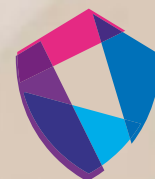
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Karla Gahan

a risk and business continuity specialist based in Australia



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Working in a bookies for two years gave Professor Chris Brady the tools to succeed in business and risk management. But he's also been a footballer and served in the Navy. It's been quite a journey, writes Tim Power

A LIFE OF PLAYING THE ODDS

Out of all the jobs Professor Chris Brady has had in his varied career, from semi-professional footballer, insurance clerk, surveyor, Royal Navy intelligence officer and running four business schools, he believes his two years as a bookies' assistant in Essex gave him the grounding he needed to succeed in both business and risk management.

"It's all down to the odds," he said, and he has often surprised senior directors on the many boards he has sat on over the years with the simple question: "Well, what are the odds of that happening?"

Chris explained: "Some of these directors say 'we can't give odds on that', and I say to them, quite seriously, well, I can walk into the bookies next door and they'll give me odds. So are you telling me you can't calculate the probability of that happening, because that is all we are talking about. If they are launching a marketing campaign I want to know the odds of it delivering any value to the organisation."

Chris said the more information you get about a horse, a football game or a business project, the more you are shifting the odds in your favour, but it will never give you a guaranteed 100% solution. He said: "This is what people don't get; the odds are only a consequence of the numbers that you put in at the front end, and this is premeditated by whether you are taking a conservative approach or have an appetite for a bit of risk... and so it all goes back to gambling and playing the odds.

"If you had to give the odds on a match between Spurs and Wycombe Wanderers you could say to the punters that there is an 85% chance that Spurs would win, and that would be enough for



most people to put money on it. But if Spurs are beaten or draw you'd have a lot of disappointed people that would be complaining to me that I said Spurs would win. I did not tell them that Spurs would win, I simply said they had an 85% chance of winning, and also there was a 15% chance that they weren't going to win."

Chris got his start at the bookies as the owner sponsored the local football team where Chris was the striker, and the 'beautiful game' has been his passion ever since, even guiding his early career choices.

He explained: "I needed a job so I could support my young family, but one that would allow me play at the weekend and train in the evenings, so my first proper job as an insurance clerk in the City of London was perfect as I could get away at 5pm. And the insurance work tied in with my bookies' experience; I wasn't great at mathematics in general, but I was good at arithmetic, and that's all you need to work out the odds."

As a footballer, Chris was getting attention from teams in the higher leagues, but an offer from Southend United, although tempting, would not pay the bills. Part-time playing coupled with a full-time job paid more. He changed jobs a few times and spent some time as a surveyor with the Ordinance Survey and later studied for a degree in English and Sociology to further his career.

In the late 1970s, Chris was seeking new opportunities and saw that the Royal Navy was recruiting arts graduates for teaching and intelligence roles and he soon found himself in Dartmouth Naval Base on the south coast of England 'square bashing' with recruits nearly half his age. However, the next 16 years proved both formative in his appreciation of education



© Images courtesy of Salford Business School, University of Salford

and also honing his risk management skills through interpreting military intelligence.

He said: “During my time in the Royal Navy I was involved in the Falklands, the first Gulf War and the Balkans, and we were able to make good, detailed decisions based on the intelligence to hand. However, the Falklands caught us out as we expected the Argentinians to capitulate before the fleet got to Ascension Island in the middle of the Atlantic. We were planning to send them all off to Brazil where we could have some fun, but quickly had to go to scenario two, three and four as it became clear the Argentinians weren’t budging!”

He enjoyed the work in the Royal Navy and while teaching also undertook a PhD in decision theory, and this expertise was recognised by City University when they approached him to join their business school when he left the Royal Navy in 1996.

He said: “City University wanted someone to teach decision theory and elite-level teamwork on the business side, which was great because I was interested in continuing my research into this area. I joined the Business School and wrote my first business book within a year. I was enjoying the life of a university lecturer until a new dean arrived. He asked me to join the senior management team

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 PROFESSOR
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because of my managerial experience... and within five years I managed to move on to be deputy dean.”

His rapid rise in academia continued when he was head-hunted as dean to run the Bournemouth Business School and later returned to London to head up a fledgling business school at BPP in 2009.

He said: “At the time I had one PA and 11 students, but it grew into a very successful business school. I was there for about three years when it was bought by an American company. I decided to take a year off... but I was back at work on the Monday as there were many organisations asking me to join them to give them the benefit of my private and public sector experience.”

This eventually led Chris back to his first passion, football, when he was asked to join Salford’s Business School to mentor the incoming dean but also to establish a centre for sports business.

He said: “In all my business school posts I’ve been keen to create a centre for sports business to look at the needs of the management of elite sports, but it was never taken up. Next to financial services, sport and leisure is the UK’s second biggest inward investment so it has always seen to me to be a no-brainer. And Manchester is like sports

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IN ALL MY BUSINESS SCHOOL POSTS I’VE BEEN KEEN TO CREATE A CENTRE FOR SPORTS BUSINESS TO LOOK AT THE NEEDS OF THE MANAGEMENT OF ELITE SPORTS
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PROFESSOR CHRIS BRADY

central, with Old Trafford and the Etihad Stadium near the business school.”

Chris is now Director of Research at a US-based sports consultancy business working with a number of US American football, baseball and basketball clients looking at sustainability post-lockdown.

Although he’s sanguine about the financial health of the UK Premier league football clubs, because of their diverse revenue streams, he’s concerned for the other leagues which are more heavily reliant on gate money and he is in talks with a number of clubs about strategies to help their sustainability.

Looking back on his career, Chris said that his early years as a bookies’ assistant were particularly formative. He explained: “It’s a bit embarrassing to admit, but I don’t think I’ve learned much more about risk than I knew when I was 16 during those two years at the bookies. I think I learned everything I needed to know; I’ve embellished, enhanced and refined it, but it’s basically down to knowing the odds.

“I’m actually quite risk averse myself: there’s a reason why there are six ‘paying in’ windows in a betting shop and only one ‘paying out’ window.”

CHRIS AND CARLO ARE THE ‘WRITE’ DUO

Professor Chris Brady’s has carried a passion for football throughout his life. He has played, coached and managed football semi-professionally, and during his time in the Royal Navy he was the head coach of the national military football team.

He is also one of four independent commissioners for the Football Association’s Football Regulatory Authority and also contributes a business module to the Football Association’s UEFA pro-licence management course. He also enjoyed a collaboration with one of Europe’s most successful football managers when he bumped into a former City

University MBA student of his, at a Chelsea match, who was the fiancée of Carlo Ancelotti. Their friendship built up over time and when Carlo wanted to write his book, *Quiet Leadership*, he asked Chris to help him.

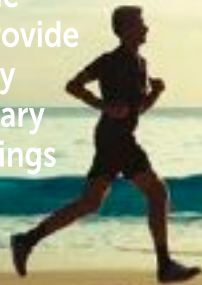
Chris said: “It was a great experience and I learnt why I kept getting in trouble with bosses in my earlier career. Carlo is so laid back. We were together at a Real Madrid training session and an event happened where I would have definitely got into a fight in my younger days, but Carlo glossed it all over and brought calm and everybody was happy. I thought that’s why you are on £11 million a year and I’m on eleven quid a year!”



Professor Chris Brady and Carlo Ancelotti accepting an award from the Italian literary association for the *Quiet Leadership* book they co-authored

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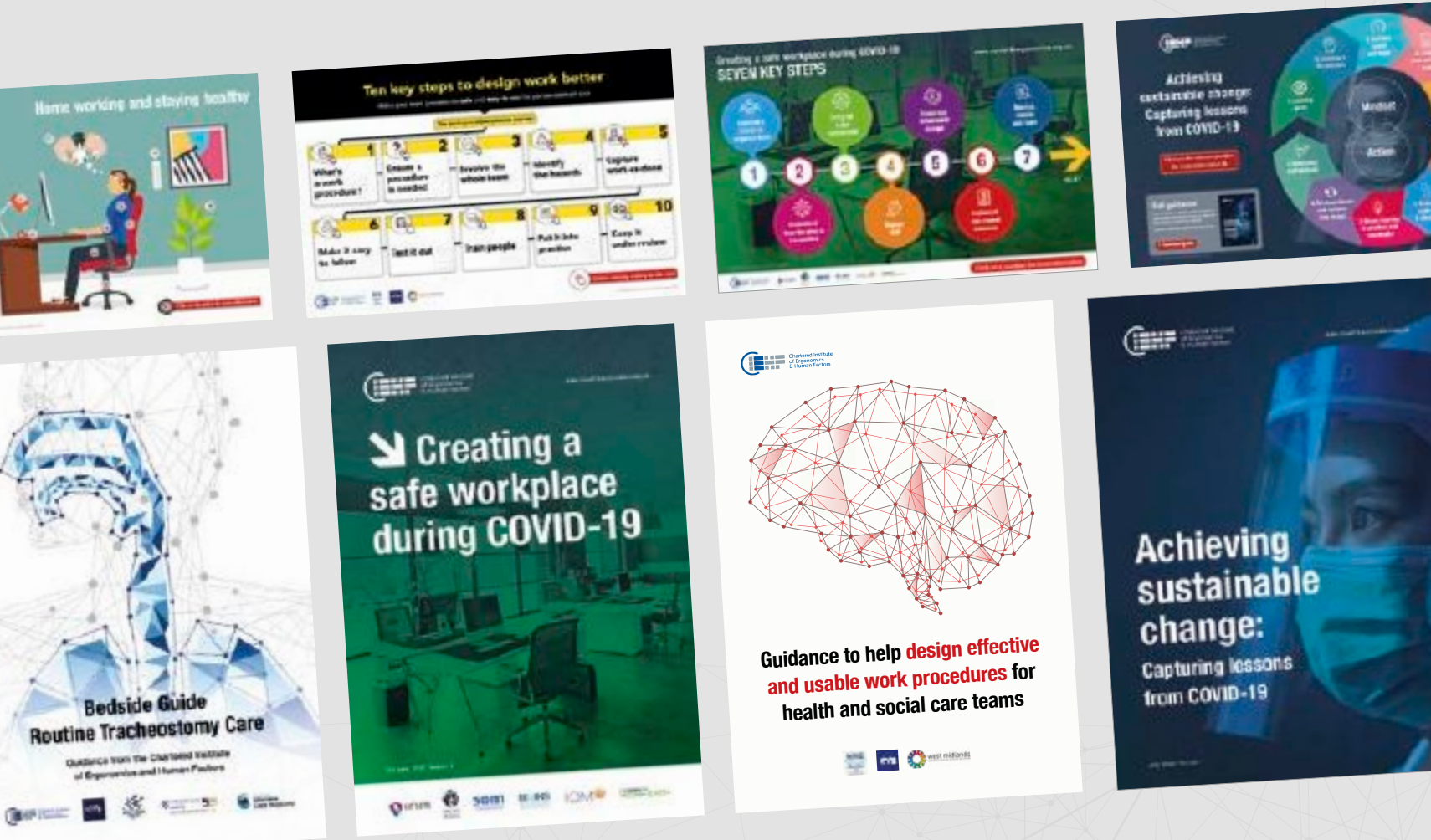
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Learning your ABC

As we start to adjust to new ways of living, what are the lessons we can take from the pandemic to create healthier, happier workplaces for ourselves?

The pandemic has forced almost everyone into new ways of working as the world adjusts to the Covid-19 restrictions.

For many, it's been an anxious and stressful time, which has brought a wave of unexpected challenges to our mental health and wellbeing.

But the changed ways of working have also provided a chance to alter our working lives for the better and create healthier workplaces for ourselves which are more inclusive and productive.

Occupational psychologist Dr Rachel Lewis, Director of Affinity Health at Work, believes we can take the opportunity to create ways of working which better meet our ABC of psychological needs – autonomy, belongingness and competence.

By exploring the different approaches needed during lockdown, we can find practices that bring a real benefit to our wellbeing and preserve them as we navigate the working world in the wake of Covid-19.

She said: "For the first time, health and wellbeing has become part of our working life. Wellbeing won't be something that's just by-the-by."

"People have already changed their perspectives and have already bought into this so it's a great opportunity to catch that and keep it."

Here, Dr Lewis explains how we can make the most of the new opportunities to fulfil our ABC of needs at work:

"Autonomy is about freedom and control over how we do our work. It's one of the absolutely key factors in wellbeing and productivity and working from home, setting our own agenda, has enabled people to have a lot more autonomy than they would normally. A recent study said 67%



“PEOPLE HAVE ALREADY CHANGED THEIR PERSPECTIVES, SO IT'S A GREAT OPPORTUNITY

Dr Rachel Lewis

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have had more autonomy during this time than ever before and it's meant organisations have seen the value of this. Remote or flexible working was previously offered as a perk and wasn't something offered to everyone. But there's a real opportunity for that to change now because flexible working is going to be seen as key for sustainable businesses. Hopefully organisations will recognise that work can still get done when people work in this way.

"Remote working can also enable people to reduce stigma. People who are obese, for example, may have a lot of stigma in the workplace. It's also enabled people who have chronic health conditions or disabilities to do their work in an environment that's much more conducive to them.

"Belongingness surrounds the fundamental need we have as humans

to be connected and supported by others. Evidence had suggested that if we remote work more than three days a week, we're less likely to be able to sustain positive relationships.

"However, initial evidence shows that during this time people have actually developed deeper social connections with their colleagues than before. Colleagues have seen us being interrupted by dogs or children on Zoom calls, or working in the kitchen with people running around, and it's enabled people to have a deeper understanding of the challenges that everyone's going through and a bit more about them as people.

"We've seen that belongingness and connection have been prioritised and can happen. A hope for the future is that we're going to have social connection embedded within organisational strategy. There's a real opportunity – it might be that office spaces need redesigning for interaction or there are more staff network groups. Social connection is often the thing that keeps us going, it's the glue that keeps the workplace together.

"Competence is the third factor. We've seen organisations roll out major changes in weeks that would normally have taken months or years. We've seen employees able to recognise that they can do their job in different ways and still be productive, even with all the challenges and distractions they have. And we've seen that where gains have been really significant is where managers have stepped up, where they've treated people with empathy and compassion and recognition and where they've communicated. In terms of this competence there's a real opportunity for the way leadership is enacted in organisation that people management is absolutely core and that health and wellbeing need to be embedded within everything." ♥



Dr Rachel Lewis

RISK MANAGEMENT - INTELLIGENT DECISION MAKING IN A COMPLEX WORLD

The Covid-19 crisis demonstrates why the job that we do matters on a global scale, writes Sophie Williams

Following a crisis such as Covid-19, it's easy to think that risk management is just a distraction: after all, it didn't stop the virus, did it? But nothing could be further from the truth. Many, if not all, of governments' actions during the pandemic have been driven by risk-based thinking, and particularly by the trade-offs that need to be made between individual risks. For instance, we have had to decide between the need to protect public health and the need to protect jobs and the economy. Ultimately, a false step in either area could have serious impacts on our overall well-being, both individually and as a society.

It's at times like these, particularly, that risk management really matters.

DECISION MAKING AND RISK

Risk management helps us to understand and influence what might happen. It follows that risk management is really all about effective decision making. This requires both discipline and knowledge. So, it needs the right people to make each decision and at the right time. It needs a good knowledge of each problem and why the decision is needed.

Moreover, it needs reliable, complete, timely and accurate information, plus insight from different perspectives, together with an understanding of cognitive bias. Alternatives need to be identified and the potential for harm or for reward weighed up. Finally, decisions need to be communicated in a way that is easily understood and makes sense to recipients.

So, both at times of disruption and during 'business as usual' as well, it's really important to consider all the risks, and work to achieve the right balance between them. After all, nothing in life is entirely risk-free. What matters most, though, is to take appropriate actions, keeping in mind that dealing with one risk might inadvertently impact on another.

COMPLEXITY AND INTERCONNECTIONS

Risk management often sounds quite mechanistic in nature. After all, it's about 'engineering' solutions to easily discernible problems, isn't it? Consider, for a moment, the firm that chooses to buy in new designs, rather than invest in its own R&D. Whilst saving money in the short term, such a strategy would ultimately damage its long-term growth opportunities. Life isn't always simple...

Mechanistic approaches work well in situations with high stability and low complexity. However, they are less effective in today's world,

where global competition and new technologies make all organisations more complex and less predictable. Leaders need to acknowledge this inherent complexity.

Many recent events weren't predicted despite sophisticated AI tools. The algorithms didn't predict Trump, Brexit or Covid-19: Google is sometimes wrong. Today's technology may be the most advanced the world has ever seen, but it can be imperfect. AI trusts correlations that may turn out to be irrelevant or selective. The truth is the world is infinitely more complex than we often think. Leaders must therefore learn to acknowledge the uncertainty and complexity of business problems and so address them indirectly. In a complex system, interactions may reshape the entire system, leading to evolution in often hard to predict ways.

To see how this works in practice, consider corporate culture. Culture is an outcome of the behaviours of employees, rather than what their leaders want it to be. Executives are able to influence culture only indirectly

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THE ALGORITHMS DIDN'T PREDICT TRUMP, BREXIT OR COVID-19: GOOGLE IS SOMETIMES WRONG
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by setting examples, providing incentives and amplifying the right behaviours. Unlike production activities, which can be engineered by command, culture cannot be directly controlled by managers.

To take another example, whilst the Covid-19 pandemic started as a health risk in China, it has had a great impact on the objectives of all organisations all around the world, increasing exposure to not just personal safety, but also economic security, supply chain risk, cyber security, morale, fraud, and much more besides.

As the physicist Fritjof Capra once said: “The more we study the major problems of our time, the more we come to realise that they cannot be understood in isolation. They are frequently interconnected and interdependent.”

All organisations, therefore, need to map and understand the interconnectedness of risk. Scenario planning can help, as well as simulation exercises to walk through how risks might unfold. Bow-tie analysis is also invaluable, helping executives to think beyond proximate causes to root causes, and beyond immediate impacts to potentially broader ones.

ENTERPRISE-WIDE THINKING

Organisations, therefore, cannot manage risks in isolation. They need an enterprise-wide view that recognises the interconnections between risks. That requires both a top-down approach that considers objectives and the

risks to them, as well as a bottom-up approach that looks at the details of each risk. Good risk management brings together detailed risk quantification with creative thinking on risk and its potential impact.

Organisations need to see the intricate relationships of objectives, risks and the organisation’s own ecosystem. Business today operates in almost a world of chaos. In chaos theory, the “butterfly effect” means that something as simple as the flutter of a butterfly’s wings in the UK can create tiny changes in the atmosphere that may ultimately impact the development and path of a typhoon in Japan. A small event develops into what becomes a major issue.

Likewise, Apple’s iPhone may be designed in California, but it contains parts from Ireland, the Philippines, China, Japan, Austria, Thailand, Puerto Rico, Vietnam, Morocco, Malta and fourteen other countries. Just think of the complexity in that supply chain.

The years of simplicity in business are long gone. Rapid growth in technology, social expectations, environmental awareness, legislation, globalisation, supply chain business data and more, have changed the world for us all. Keeping business strategy, risk management, complexity and change in step is therefore one of the great management issues of the day. ♥

MANAGING RISK - THE ESSENTIALS

Discover how to use risk management to improve your decision making to identify and manage the risks that matter, and to help your organisations be more resilient and sustainable in a complex world.

For more information visit www.iirsm.org/managingrisk

ONLINE COURSE
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— THE ESSENTIALS —
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- Understand how a risk management framework can make your organisation resilient and sustainable
- Understand the critical importance and role of crisis and business continuity

Walk away with:

- New knowledge and skills
- Useful resources, templates, and tools
- A certificate of completion

Course fees
IIRSM member £125 + VAT
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Summer SALE
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For course dates and to book your place, visit: www.iirsm.org/managingrisk
For group bookings and discounts email us at: training@iirsm.org

ANDREW PROTHEROE

The convergence of physical security and occupational health and safety

The planning mindset and a tailored risk assessment methodology are fundamental to protecting life, writes Andrew Protheroe

Iraq 2006: As the personal protection officer (PPO) within a private security team, my vehicle is struck by an improvised explosive device (IED) as we drive into a three-sided ambush.

The explosion rips through my door and our vehicle spins clockwise. We gather our senses as the gunfire starts. My helmet, eye protection, and ear defenders are blown off my body as the blast penetrates the B6 armour. It is a familiar situation; training kicks in.

Our CAT (counter assault team) vehicle pulls alongside, and the ping of direct fire onto our vehicle seems to increase. I extract the client into the CAT vehicle and we return to base with one vehicle lost. Survival was due to many hours of training, a competent team and – dare I say it – a large dose of luck.

On reflection, this was probably an avoidable incident. A suitable risk assessment would have identified that the journey could have been conducted at a time of day proven to experience less frequent attacks. It was a reminder that wrong decisions can cost lives.



Iraq, 2006

Upstream decisions affect downstream personnel

After fourteen years of consulting, training or auditing high-threat and high-hazard industries in the UK, Middle East and Africa, I recognise three constantly recurring components that impact upon an organisation's security and occupational health and safety (OHS) performance.

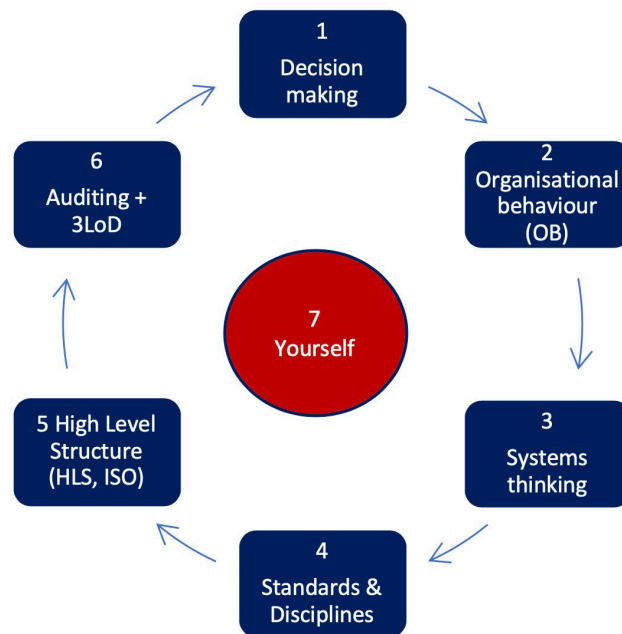
The first is that two factors – the planning mindset and a tailored

risk assessment methodology – are fundamental to protecting life. I now refer to these as the PM-RAM. Without a planning mindset, time is not allocated to the critical process of hazard identification and risk assessment. Without the correct risk assessment methodology, flawed processes and matrices are completed by less competent individuals without input from those who have boots on the ground.

The second factor is that the convergence of physical security and OHS through the merger of job roles can lead to missed opportunities to prevent incidents, while increasing the risk of personal negligence.

However, there is a third factor which, when present, can counteract the first two. The most professional, credible, and effective risk practitioners I have worked with, share an appreciation, application, or working knowledge of seven similar concepts and disciplines. I refer to these qualities as 'the Seven Knows'.

In this article, I outline the Seven Knows. In doing so, I hope to provide initial research or revision areas for those new to risk management, or those who may find themselves responsible for managing both security and OHS.



The Seven Knows competency framework



The line of sight

Convergence – risks and opportunities

The convergence of security (physical security and information security) and the convergence of risk (enterprise risk management) is well documented. Less discussed is convergence of physical security and OHS.

From a corporate standpoint, the benefits of a 'de-siloed' system are understandable when risk reporting, inspections and audits become amalgamated. However, this can lead to watered down content and removal of reporting relations, inadvertently reducing the crucial line of sight between the strategic, tactical, and operational levels.

On the ground, the 'HSE hat' can morph onto the heads of less competent individuals, with minimal comprehension of their own legal responsibilities.

If this becomes the case, while the Board believe all risks are adequately identified, assessed and controlled, the structure could – more than ever – resemble what has been described as an 'iceberg of ignorance'. Senior management become even more oblivious to the unknown knows.

The technical inexperience of senior management and inadvertent ultracrepidarianism

“THE MOST EFFECTIVE RISK PRACTITIONERS SHARE AN APPRECIATION OF SEVEN SIMILAR CONCEPTS AND DISCIPLINES”



Andrew Protheroe, MSc MSc MSyI MIIRSM CMIOSH DipNEBOSH EnvDipNEBOSH PIEMA CQP MCQI, is Director of Risk and Resilience at PCR Global. Since leaving the UK military in early 2005 for a career in the private security sector, he has developed a deep passion for security risk management.

of practitioners can cultivate a false sense of competence. **“In the Kingdom of the blind, the one-eyed man is King.”** (Desiderius Erasmus).

“All roads lead back to the risk assessment, and the risk assessment must start with competence.”

The UK Management of Health and Safety Regulations 1999 make competence a legal requirement for those who provide health and safety assistance (Reg.7(5)). The recent prosecution of a health and safety consultant emphasises that all roads lead back to the risk assessment, and the risk assessment must start with competence (HSE, 2020).

The Seven Knows

1 Know Decision making

Risk assessment is at the heart of what we do but, as humans, we frequently misjudge situations due to perceptual errors from our many cognitive biases (MOD, 2016).

While there is no cure for bias, understanding the myth of perfect rationality, and our propensity for bounded rationality, facilitates our recognition of the inherent weaknesses in everyone's risk decision-making.

Without such awareness, our risk thinking remains booby-trapped without us being aware that we are in a minefield. We must remain ever mindful that decisions can cost lives.

2 Know Organisational behaviour (OB)

OB is the study of how individuals, groups, the organisation, and the environment collectively influence behaviour within organisations. Knowledge of OB

improves our understanding, enabling the application of appropriate risk management techniques and strategies to suit changing contexts.

Individuals – First and foremost, organisations are made up of individuals. Knowledge of individual differences, cognitive abilities, and how personal and situational factors interact to determine behaviour, helps us avoid 'the curse of knowledge' (assuming others have the background to understand), and promotes the very important concept of psychological safety.

Groups – Organisations consist of formal groups, designed by the organisation to get tasks done, and informal groups, which are built on personal relationships outside of formal authority. Groups can develop their own hierarchies, with leaders influencing the performance of individuals.

Understanding group structure and behaviour enables smoother implementation of initiatives and early recognition of negative behaviour or insider threats (a malicious threat from inside the organisation).

The organisation – Formal structure provides a framework on which activities are planned, organised, directed and controlled. We must know the organisational structure to best recognise risk, and competently recommend cross-functional risk management initiatives.

The environment – Organisations operate in the context of their wider environment. Horizon scanning for potential political, economic, social, technological, legal, and environmental factors that influence the OHS and security risks faced by the organisation, informs decision making.

Continued overleaf >>

KNOWLEDGE

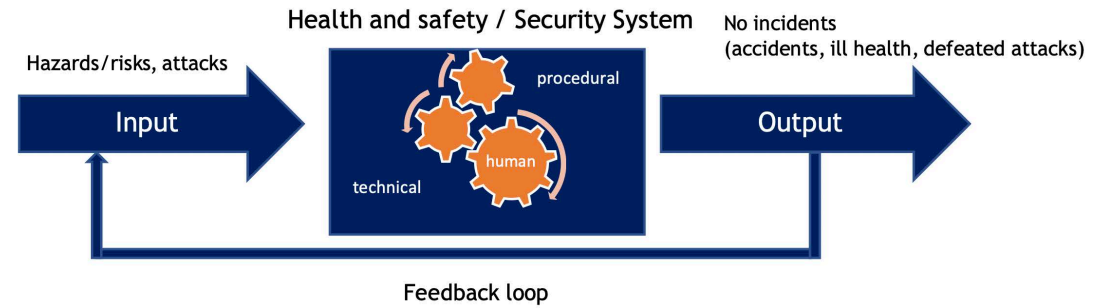
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While many companies identified pandemics in their crisis management plans, Covid-19 echoes Eisenhower's famous quote, that **"a plan is nothing, planning is everything"**.

3 Know Standards and disciplines

As terminology is often used interchangeable, understanding the differences and boundaries of OHS, security, emergency management, crisis management, and business continuity management is fundamental for effective identification of the appropriate risk assessment methodologies (PM-RAM). IEC 31010:2019 provides valuable information on the many risk assessment techniques available.

Knowledge of the following ISO and BSI risk management standards develops cross disciplinary thinking which can avoid confusion and duplication: ISO 22301:2019 Business



Systems perspective of security and OHS systems. Adapted from Rogers (2006).

continuity management, BS 11200:2014 Crisis management, ISO 45001:2018 Health and safety, BS 65000:2014 Organisational resilience, ISO Guide 73:2009 Risk management – Vocabulary, ISO 31000:2018 Risk management, IEC 31010:2019 Risk management – Risk assessment, ISO/IEC 27001:2017 Information security management, ISO 18788:2015 Management systems for private security operations, BS 8549:2016 Security consultancy – Code of practice, ISO 22320:2018 Emergency management, ISO 28000:2007 Security management systems for the supply chain, ISO

22398:2013 Guidelines for exercises.

4 Know Systems thinking

Systems are a collection of interacting components, policies, and procedures, designed, integrated, and organised to react to an input and produce a predictable output (Rogers, 2006). Systems thinking is used to analyse relationships for deeper understanding and improved decision making.

In OHS, the input is the work environment with all its hazards and risks, the required output is no accidents or ill-health, with the OHS system designed to prevent injury or ill-health.

Similarly, in security, the input is an attack, the required output is a defeated attack, and the security system everything in between designed to prevent, or defeat, an attack.

As William Edwards Deming stated: **"94% of problems in business are systems driven and only 6% are people driven."**

Systems can also be probabilistic or deterministic (Rogers, 2006). Deterministic systems produce the same output every time due to the same inputs. OHS and security systems are probabilistic systems due to variations of competence (skills, knowledge, and experience) of the practitioners who manage the system.

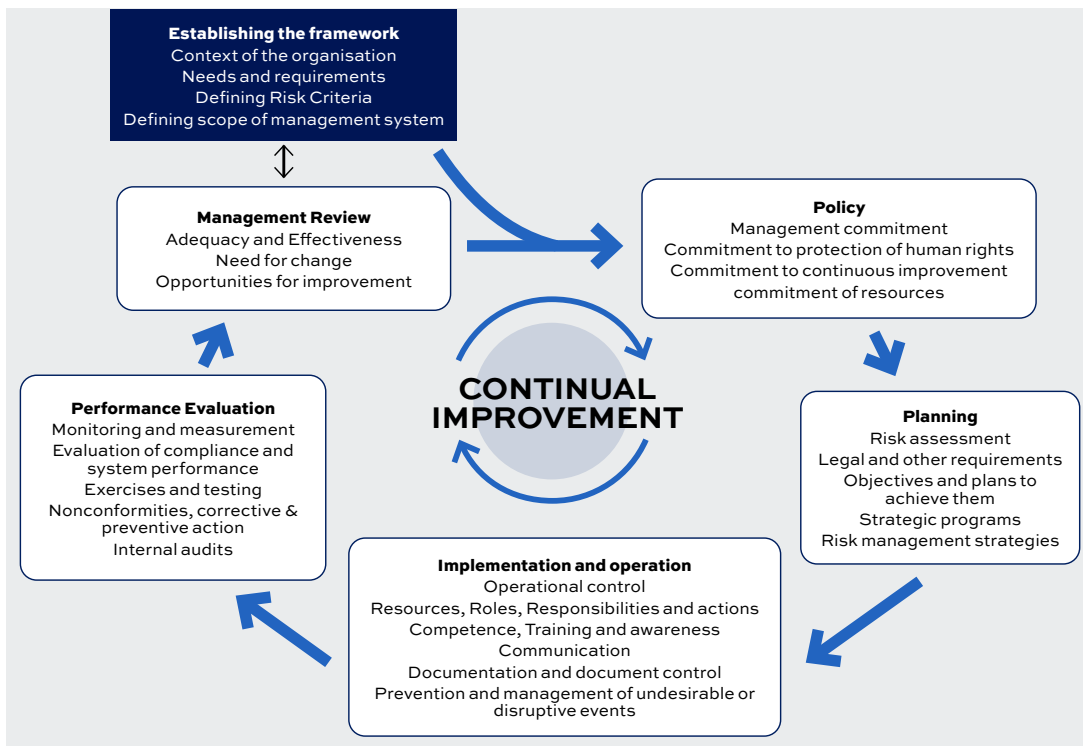
It is crucial that the competence of practitioners who design, work in, or audit the systems, match the hazards/risks the system is required to defeat.

"If organisations run an inadequate system, there should be no surprise when it fails."

5 Know the High-Level Structure (HLS) (ISO)

The ISO HLS was introduced to coherently structure management system standards regardless of the field of application. Clauses 4 - 10 within the HLS cover: Context, Leadership, Planning, Support, Operation, Performance evaluation and Improvement. In essence, they include the main system components organisations should implement to achieve an effective and efficient management system.

The benefits of a working familiarity of the HLS' main



Security operations management system flow diagram (ISO18788:2015)

clauses, their sub-clauses, their flow diagrams, frameworks, and interaction between standards such as ISO 18788:2015 (security) and ISO 45001:2018 (OHS), provide invaluable information for planning risk management. Flow diagrams such as the one in ISO 18788:2015 (see left) aid visualisation of requirements, linkages, and dependencies.

6 Know Auditing and 3LoD

Put simply, internal auditing is critical. It provides all involved with an opportunity to undertake a health check of the system whilst providing a level of independent assurance to senior management and the Board.

The 'three lines of defence' (3LoD) model (below) helps visualise how internal audit supports risk management. Whilst there are numerous variations, the following offers a general overview.

1LoD: Risk owners. The first line of defence concerns front line staff and management and includes the systems and internal controls adopted to manage and mitigate risks.

2LoD: Risk oversight. Risk management and compliance functions provide oversight to the 1LoD by monitoring and offering advice in identifying and managing risks.

3LoD: Risk assurance. This is the independent internal audit process which evaluates the effectiveness of both the 1LoD and 2LoD.

“Leaders who do not promote a robust internal audit process, sow the seeds of their own crisis.”

When an organisation's OHS or security system is weak, it is the role of the internal audit to highlight this. If I was to highlight the function of internal control I believe to be -simultaneously most valuable yet undervalued, it is the function of internal auditing. The most robust management systems I have audited themselves have a robust internal audit process which is focused on real risks – the risks that, if realised, would do the most damage to people first, and the organisation's reputation second.

7 Know Yourself

Emotional intelligence (EI) is a character trait I have repeatedly seen in successful leaders. EI can be described as an ability to monitor our own emotions, to discriminate against them, and to use the information to guide our own thinking and actions.

Of all the Seven Knows, it is knowing our own strengths and weaknesses that drives our commitment to continued professional development, which in turn determines if we ever reach our full potential.

Do we adopt a planning mindset? Do we understand the many risk assessment methodologies? As risk practitioners we owe it to ourselves, our families, and those that rely on our decisions, to ensure that we never blindly trust it, but to always inquisitively, and confidently, test it.

“It's not enough to do your best, you must know what to do, and then do your best.”

William Edwards Deming

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The three lines of defence (3LoD). Adapted from The Orange Book (2020).

SUBHASH BHATT

Complying with the guidance for moving construction forward

Subhash Bhatt examines the impact of Covid-19 on construction health and safety practices

There is no denying that industries and sectors across the globe have suffered a severe setback owing to the Covid-19 pandemic. The construction sector, needless to say, has been met with a similar fate. In these unprecedented times, and considering where we stand currently, the sensible move for any duty holder with reference to each of their construction projects would mean only one thing – going beyond their roles, while sticking to their practical course of action (as laid out in the Construction (Design & Management) regulation of 2015), without a halt in their routine duties. And while regulations for the sector fortunately still stand intact, we will need to foresee alternative ways of work in line with this new normal and brace ourselves for a swift shuffle in the immediate future.

The client's perspective:

Construction projects have been impacted due to the current situation...and how! With the passing of governmental laws or guidelines across the globe, progress on every project has seen a major delay. Many clients have postponed, and some even suspended, any new construction projects. Other clients are evaluating the situation from a legal perspective to review and revisit any contractual obligations, supply chain issues, even labour scarcity, before giving approval on projects in the start and mid stages. The need of the hour is for them to act quickly by identifying, assessing and mitigating complete risks on each of their projects.

What the guidelines state:

The CDM2015 regulation imposes an obligation on all duty holders – clients, designers, principal contractors alike – with respect to any ongoing work. The Health & Safety At-Work Act of 1974 too has an important piece of legislation relating to all construction activities, where employers have a duty of care to protect the health, safety and welfare of their employees as well as that of other people who might be affected (directly or indirectly) by their business. The Health and Safety Executive (HSE) is treating Covid-19 as an occupational health issue and



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obligates that employers comply with public health guidance.

To cover CDM2015, a client needs to seek a written confirmation from the principal contractor and sub-contractors. This written confirmation spans a reviewed and updated onsite Risk Assessments and Method Statements (RAMS) that not only covers the risk of Covid-19 but also looks into the impact of changing work methods because of it. Additionally, the client may also consider adopting safe work methods as per the Health and Safety Executive (HSE) guidelines and Construction Leadership Council's (CLC) procedures to work on-site.

For instance:

- a) Principal contractors must ensure that sub-contractors adhere to the above.
- b) Site rules need to be updated in accordance to these government-issued guidelines and the same is to be communicated to the projects' duty holders.
- c) A guidance copy must be available on site.
- d) Conduct regular audits and inspections to keep compliances in check, even if it means a delay



in the completion of the project in question.

My strong recommendation is that principal designers follow the process above and consider it imperative to co-operate, coordinate and communicate any Health and Safety (H&S) risks to each of their duty holders.

Another reasonable approach to evaluate the impact of the pandemic on duty holders on-site is to use the guidelines and SOPs outlined by the HSE and CLC. This explains how a construction site should operate in this situation that we now find ourselves in, without having to compromise other construction risks.

From my learnings as a principal designer and clients' CDM advisor, I would urge duty holders to revisit all design risk assessments, construction phase plans, and on-site RAMS locked before the pandemic even hit us and review them once again with your client and teams, through a revised lens.

Digital technology; an upside:

Yes, there is an upside to this Covid-19 economic crisis. As we

continue to work from home in these unusual times, technology has stood out to be a promising accomplice with alternatives moving digitally. With industries and sectors the world over adopting and encouraging its use, it has proven to be a great aid in limiting the impact of this pandemic on our work.

I have to admit, we have been accustomed to being present physically in our line of work and, in comparison to other industries like retail, manufacturing processes etc, there has undoubtedly been a lag in getting on board with technology and its efficient use in construction processes.

Nevertheless, the current situation as we know it, has been an eye-opener for the industry to make an aggressive shift towards using newer means of technology to manage work as well as H&S.

For example, in construction, designers and principal designers use digital collaboration tools like Building Information Modeling (BIM) for design risk reviews. Principal contractors are looking to online tools and apps as well as drones and on-site fixed CCTV to monitor real-

“I WOULD URGE DUTY HOLDERS TO REVISIT ALL DESIGN RISK ASSESSMENTS, CONSTRUCTION PHASE PLANS... AND REVIEW THEM THROUGH A REVISED LENS”

time site progress, workers' H&S and wellbeing, augmented reality (AR) and virtual reality (VR) have emerged as key training and visualisation tools. There are a host of other tools and software waiting to be explored and applied for on-site data collection and communication and also to look into predictive analysis as a proactive measure to reduce the accidents on site.

Add to this, all on-site instruments made possible through the internet of things (IoT) like noise monitoring sensors, sensors on workers' clothing and hard hats to monitor hazards at a construction site, RFID tags on equipment and machinery that can flag potential issues for preventive maintenance. Digitisation makes it possible to connect each of these various sensors to make sites safer.

So yes, we're getting there slowly but surely. Better late than never, I say! And as we explore this further, we will have to wait to review digitisation and technology and its efficient use and impact on the construction industry. It could be a powerful tool to improve and accelerate H&S performances. ♥



Institute

UP-COMING WEBINARS

31 July – Work at Height: Fall Prevention Systems for Building Management (Ireland Branch)
Graham Akroyd, Select Access Safety Systems

11 August – Modern Day Slavery
Stephen Smith, Multiplex Construction

19 August – Human Factors
Graham Wailes, Safety Properly

15 September – What is a crisis?
Abdullatif Albitawi, Consultant & Trainer

DATES

2020

Annual conference

11 and 18 September – online

Design Risk Management – Principles and Practice workshops

24/25 September – online

18/19 November – online

Risk Excellence Awards

8 October – online

President's Reception

1 December - London

Managing Risk – essentials online

29 & 30 July 2020

25 & 26 August 2020

20 & 21 October 2020

15 & 16 December 2020

2021

Design Risk Management – Principles and Practice workshop

19/20 January – online

10/11 March – online

28 April – Full day, London

19/20 May – online

Managing Risk – essentials online

26 & 27 January 2021

23 & 24 March 2021

25 & 26 May 2021

Annual conference

18 March 2021 – Mermaid Theatre, London and online

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Gold Supporter 2020
Silver Supporter 2020
Bronze Supporter 2020

Becoming a partner or supporter demonstrates a shared commitment to knowledge sharing and professional development

New IIRSM Partner and Supporter scheme will bring many benefits

IIIRSM's commitment to forming mutually beneficial partnerships with organisations with shared values and those that provide benefit to our members is a core part of building our network. We have reviewed our corporate membership offering and are delighted to announce a structure that enables organisations to engage with the Institute in a more valuable way. Packages range from opportunities for company-wide professional development and shared technical outputs – helping to drive the charitable goals of the Institute – to profiling of relevant products and services that benefit our members and the wider business community. Businesses, whether blue-chip or SME, commercial or charitable, will be

able to join IIRSM as either a strategic Partner or an IIRSM Gold, Silver or Bronze Supporter from August 2020.

These new labels reflect, respectively, a greater level of engagement with the Institute based on shared developmental aims and goals, and for sponsors (Supporters), of a demonstrable positive association supporting the Institute's work, with benefits aligned to company success and knowledge sharing.

For full details of the benefits to your organisation of becoming an IIRSM Partner or Supporter, including costs, please contact **David Hamilton, Partnerships Manager** on: david.hamilton@iirsm.org

Emerging Risk Leaders' Network

IIRSM's Emerging Risk Leaders' Network aims to support those earlier on in their careers (our future leaders) to develop their risk, leadership, soft skills and business insights in a supportive and sociable environment. The network will also be open to those who have moved into risk from a previous career later in their working life. The network will specifically:

- Provide support to help you deliver positive impact in your place of work by providing opportunities to develop your risk and leadership skills and raise your profile among your peers, employer and profession.
- Empower you to build your own career success by learning from and supporting others and building contacts with others from different sectors and risk disciplines to cross-pollinate ideas and solutions.
- Provide opportunities to get

involved in a sociable way to contribute to research, engage in debate, deliver webinars and presentations, and participate in mentoring.

We're developing an exciting range of resources to support this initiative, including a digital magazine full of advice and resources. If you or someone in your team or network would like to get involved, please email holly.mulvihill@iirsm.org to find out more. You must be a member of IIRSM to be eligible.

CATCH UP ON YOUTUBE

The library of webinars available on our YouTube channel is growing rapidly and there's a huge range of topics available to view now. Subscribe to our channel now to catch up.



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COVID-19 Recovery Network – panel dates

To help navigate these unprecedented times and the challenges faced due to the COVID-19 pandemic, we believe collaborating through sharing experiences, ideas, advice, and support can help us all become more resilient in taking the next steps to deal with what is to come.

IIRSM has therefore created a friendly and accessible forum for concerns and practical advice to be aired. The COVID-19 Recovery Network, chaired by IIRSM Fellow Hugh Maxwell, will help members to navigate the new landscape. Members and experts from a range of disciplines and experience will provide expertise in:

- Business continuity
- Business strategy/planning and transformation
- Career preservation
- Communication and stakeholder management
- Data and cyber
- HR
- Human factors and psychology
- Insurance
- Mental health & wellbeing
- Premises and facilities management
- Reputation
- Safety
- Supply chain
- Travel risk
- Long-term working from home (remotely) – technology & logistics

Three one-hour online panel events will include contributions from a range of experts covering different topics and we will monitor the frequently asked questions to publish on our website, along with practical factsheets containing best practice guidance.

Panel dates are:

Tuesday 18 August - 11.00 GMT
Tuesday 15 September - 11.00 GMT
Tuesday 13 October - 11.00 GMT

No two panel sessions will be the same. Please send in your questions on any topics affecting your people or your business and we will review and put the most common or relevant questions to our panel.

Email Clare Fleming (clare.fleming@iirsm.org) with your questions.

CLIVE JOHNSON

PRESIDENT

It's been a real pleasure to witness the level of support that our members and partners have offered each other during the last few extremely challenging months. From one-to-one mentoring, sharing and developing resources, organising or participating in topical webinars and contributing to our activities, the value of our extensive network has never been more evident. The COVID-19 Recovery Network, comprising experts with a diverse range of skill sets, has come together to offer guidance on the return to work issues and future planning that are affecting you all and I'm grateful for their willingness to give freely of their knowledge and time. You can read more about this on these pages.

Indeed, returning people to work safely – both physically and psychologically – has been a key priority for me recently. Not only those working in my company but also the team at IIRSM. The team has worked exceptionally hard since March, adapting quickly and focusing on delivering practical support and member benefits that make a difference during these challenging times. I'm grateful to them for the work they've done, and the positive year end results they have achieved. By the

“

THE COVID-19 RECOVERY NETWORK, COMPRISING EXPERTS WITH A DIVERSE RANGE OF SKILL SETS, HAS COME TOGETHER TO OFFER GUIDANCE ON THE ISSUES AFFECTING YOU ALL

”

end of September we hope that everyone will be back in the office, following a carefully phased return.

I'm really excited that we are in a position to deliver our first virtual conference in September and I'm looking forward to hearing from the excellent range of speakers.

However, even more so, I am looking forward to welcoming you in person to our face-to-face events now being planned for 2021. I think we are all missing the conversations that bring us together as a profession and, as I said in my previous column, one of my goals during my presidency is to meet as many of you as possible – I hope this is sooner rather than later.

I hope you have enjoyed reading the fourth issue of *The Sentinel* and encourage you to contribute.





PROTECHT

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- ✓ Have the flexibility to configure your breach and obligation registers and workflows
- ✓ Communicate effectively and professionally to risk committees, boards and business stakeholders using customisable visual reports
- ✓ Gain insights into issues and risks by using central libraries linked to critical parts of your business

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